

OCTOBER 1, 1938



TWENTY CENTS

Sales Management

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- ★ Business Adopts the Airlines for Reliable Transportation — By L. M. Hughes
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- ★ Highlights from the 1938 NIAA Survey on Industrial Advertising Budgets
- ★ Marketing Pictographs — Significant Trends — Advertising Campaigns — Tips

THE MAGAZINE OF MODERN MARKETING



LOOK researchers ring a lot of door bells and talk to many families, in all walks of life. Armed with advance paste-up pages of **LOOK** picture stories they ask these people to read them and tell which they like best. The stories rating highest in appeal are published in **LOOK**. Those in which more than average interest is not evidenced are killed.



The Empire State Building is a dwarf compared with the stack of 20 million dimes American families paid for the 13 issues of **LOOK** published in the first 6 months of 1938. **LOOK**'s dimes mounted six times higher than New York's famous skyscraper.



LOOK leads all magazines in newsstand sales. **LOOK** averaged 1,555,000 buyers, per issue, at 10c a copy for the first 6 months of 1938—more newsstand buyers than any other magazine selling at any price.

Mr. and Mrs. **AMERICA** Didn't Like This Picture Story So **LOOK** Killed It



Advance pages of "Coming Civil War In France" were checked with 15 other picture stories by **LOOK** researchers. Personal interviews with 809 men and women revealed that this feature ranked lowest of the group in appeal. Though 325 pictures were culled out to select the 10 pictures used in the story, and hours of research and writing time went into it, the story was not published. Again **LOOK** publishers had forestalled publication of a story that would have slowed down **LOOK**'s high page-by-page family readership.

YOU CAN TEST
AND SELL

Cleveland

IN ONE MEDIUM
AT ONE COST...

Sales Management's Ross-Federal survey showed Cleveland the best Test city, over all other cities of the nation, large and small.

The main reason for Cleveland's dominant position is that this city knows more about its buying habits than does any other city in any other market.

That's important!

... to every Sales Manager!
... to every Manufacturer!
... to every Agency Executive!

and just as important is the fact that the Plain Dealer has for 18 years pioneered in Market analysis. This newspaper was the first in Cleveland to gather, analyze and package the essential trade information necessary for an efficient sales and advertising campaign.

Guesswork, surmise and "maybe" have all been eliminated in the Plain Dealer's Market Survey department, because the backbone of this market information is a careful study of more than 3,000,000 retail sales.

Here's the spot to start the ball rolling for the balance of '38 and on into '39. Let us give you some FACTS that will help you sell your merchandise in the Cleveland 2-for-1 Market at ONE cost.

The PLAIN DEALER

Cleveland's Home Newspaper



Water Wings

Hachig A. Ayvad, Hoboken, N. J., manufacturer of Ayvad Water Wings, claims that he has sold 31,000,000 since he started making them in 1901. Undoubtedly a good many more people than that have learned to swim with them, for they're practically indestructible.

The wings have changed little since 1901. Their shape is much the same and they're still made of closely woven unbleached domestic. (Unlike rubber, they are not affected by pin holes.) When Mr. Ayvad invented them, cloth and labor were cheap, so he made them larger than was necessary. Nowadays, for economy's sake, they're smaller, and they are so designed that single pieces for four wings may be cut jig-saw fashion from a strip of cloth measuring $16\frac{1}{2}$ x 20 inches. This strip passes through the press before it is quartered, and lettering and illustration are printed in green ink. Edges are neatly bound in green with white stitching. Today the retail price is 25 cents. It has been as high as 59 cents; and when colored wings were made they were 75 cents a pair.

A native of Armenia, Ayvad worked his way through Anatolia College, in Marsivan, as a bookbinder. He came to the United States in 1890 and started a bookbindery in New York, which he operated successfully for about ten years. His business was slow in the Summer, so he used to take long vacations in the Catskills. One year he dammed up a brook near his hotel for a swimming pool for the children at the resort. Many of them did not know how to swim, and Ayvad used to teach them.

He noticed a boy staying afloat with the aid of a plank beneath his stomach. This gave him the idea of trying to create a swimming help of greater buoyancy than wood, which would give his pupils confidence in water. He experimented, finally sewed together some pieces of cloth which, when wet and inflated, could support his weight while in the water. The children tried the device, liked it, wanted to know where he had obtained it. "New York," he answered carelessly. The next day they brought money—a total of \$7.50—and demanded that he buy them similar floating devices. He stayed up all night making copies of the original model, a crude prototype of the Water Wings of today.

The enthusiasm of his swimming pupils led him to believe that the device might be commercialized, and upon returning to New York he closed his bindery and opened a small factory in Hoboken, where he manufactured 250 dozen pairs of wings. (He called them Water Ducks at first, but discarded that name for "Wings," at the suggestion of P. A. Conne, now dead, an execu-

tive of Siegel-Cooper's department store, and later treasurer of Saks & Co.).

To his dismay, sporting goods supply houses refused to buy the product, even on consignment. An executive of Spalding, sporting goods house, to whom he had given one as a sample, threw it at him and said it was a fake. He spent a Sunday at Coney Island trying to sell directly to consumers, but without a single sale. He came home disheartened and hungry, dropped the wings on the floor and crawled into bed with his clothes on. At three in the morning he awoke refreshed, and the idea popped into his head that he'd have to advertise.

The following Sunday his advertisement, across two columns, appeared in the New York *Herald* (a "sedate" paper, he recalls), and orders began to roll in. "I've never had to go out selling since," he says. "Spalding, who had turned me down so hard, wanted a gross a day for the rest of the Summer. Another big supply house wanted a gross or more every day. But with one sewing machine and two girls I could turn out only 25 dozen a day, so I didn't do so well that Summer. The next Summer my capacity was 100 dozen a day, but that wasn't enough. The third year I was able to turn out 250 dozen a day."

The business prospered and Ayvad says he made nearly \$1,000,000, most of which he invested in real estate and lost in the crash of 1929. For a while he had his own mills and spun his own cloth, but that was a luxury that had to be given up in the lean days of the 1930's.

He's getting back on his feet again, did quite a bit of advertising this past Summer, and has stacks of letters from jobbers, stores and people who ordered directly from him. The letters from consumers are especially interesting, many of them coming from children, who usually specify that they must receive the wings on a certain date, "because that's when we start on our vacation."

Some letter-writers tell their weight, apparently believing that one's size matters in the choice of wings. They are made in only one size, however, guaranteed to support 50 to 250 pounds. Printed on each pair is the information—so hard to believe—that "A large body requires less air than a smaller one; therefore, the wings are made purposely porous so that it should leak a little to adjust itself properly."

Ayvad prefers, naturally, to sell to wholesalers. His export business is picking up, being best in English-speaking countries. He has just sent a big order to Australia. Summer's just around the corner down there.

Time Capsule

Of all the schemes yet devised by advertisers in connection with the 1939 New York World's Fair, probably the most thought-provoking—and permanent—was formally launched by Westinghouse, on the fair grounds, Friday, September 23.

The Westinghouse "time capsule" was solemnly lowered into its "immortal well" in the ground 50 feet below the site of the company's World's Fair building. The capsule, containing a "cross section of our times," including more than 100 separate items and seven reels of film, is a seven-foot, torpedo-shaped tube of copper alloy. It will not be opened until A.D. 6939.

Into four reels of Micro-File are compressed more than 10,000,000 words and 1,000 pictures. Three newsreels, prepared by RKO-Pathé, show the highlights of 1938 news.

Said David S. Youngholm, Westinghouse vice-president and chairman of its World's Fair committee: "It has been our desire to touch upon the principal categories of our modern life in all its variety and vigor. Historians, teachers, editors, archaeologists, engineers, scientists, artists, critics and commentators have offered advice and suggestions. Out of 1,000 proposals submitted, the committee have chosen what they consider truly representative of our era."

Archaeologists of 6939 who exhume the "time capsule," it was



The ad has comforted millions of would-be swimmers.

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Tailored to Your Measure...

PROVIDENCE

THE 1939 MODEL TEST MARKET



supplied these measurements...

Answering Sales Management's recent query, 207 agency and manufacturer executives representing today's sales and advertising opinion stressed these as the most important requirements of a Test Market:

REPRESENTATIVE — as to average buying income
— as to character and types of people

DIVERSIFIED — as to sources of income

SELF-CONTAINED — an independent market

NORMAL — close to average in per capita sales and in current business activity

COMPACT — as to consumers and good outlets

and ECONOMICAL — as to effectiveness of newspaper coverage and co-operation

Providence fills the order!

Providence is REPRESENTATIVE!

Stressed above all others by modern executives is the obvious requirement that a test city must be representative... a true sample of America's urban buying power and cosmopolitan character.

On this fundamental basis Providence is your ideal test city. Its per capita buying income of \$770 deviates only 0.9% from the average of cities of 100,000-500,000 population, only 2.1% from the average of all American cities over 100,000, and only 0.7% from the average of all such cities in its own New England section.

Providence is characteristic also in its cosmopolitan population: 75.6% native white, the exact urban average, 22.1% foreign born, 2.3% negroes and others.

Covering a typical range of economic and social groupings, racial and religious sympathies, Providence families have one common interest: the Evening Bulletin.

Your test campaign reaches practically every consumer, influences every progressive dealer, at one low advertising cost.

AT YOUR SERVICE:

A competent, interested newspaper staff... time-saving route lists... and two well-edited monthly house organs for the trade.

The Evening Bulletin

Dominating New England's Second Largest Market

REPRESENTATIVES: Chas. H. Eddy Co., Inc., New York, Chicago, Boston, Atlanta • R. J. Bidwell Co., San Francisco, Los Angeles

OCTOBER 1, 1938

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IN VOLUME OF **GENERAL ADVERTISING** AND
IN VOLUME OF **AUTOMOTIVE ADVERTISING**

THE TEN LEADING SOUTHERN NEWS-PAPERS IN GENERAL ADVERTISING

	Total Lines
1. HOUSTON CHRONICLE	1,342,430
2. Miami Herald	1,324,110
3. Memphis Commercial Appeal	1,280,010
4. Louisville Courier-Journal	1,258,265
5. Dallas News	1,193,066
6. New Orleans Times-Picayune	1,160,989
7. Birmingham Age-Herald	1,136,447
8. San Antonio Light	1,130,050
9. Atlanta Journal	1,090,434
10. Fort Worth Star-Telegram	1,057,915

THE TEN LEADING SOUTHERN NEWS-PAPERS IN AUTOMOTIVE ADVERTISING

	Total Lines
1. HOUSTON CHRONICLE	340,915
2. Miami Herald	324,832
3. Fort Worth Star-Telegram	267,741
4. El Paso Times	261,191
5. Dallas News	258,502
6. Louisville Courier-Journal	258,324
7. El Paso Herald-Post	247,463
8. Memphis Commercial Appeal	238,137
9. San Antonio Light	236,549
10. Chattanooga Free Press	231,854

★ MEDIA RECORDS: FIRST EIGHT MONTHS OF 1938.

THE HOUSTON CHRONICLE

LEADS THE STATE IN NATIONAL ADVERTISING
FIRST IN HOUSTON—IN EVERYTHING

R. W. MCCARTHY **THE BRANHAM COMPANY**
Manager National Advertising National Representatives

believed, "will know more than any mortal today knows," if they scan every one of the 1,100 feet of Micro-File prepared by the Recordak Corporation.

First, there will be greetings from "us" to "them," directions for making a projection machine, explanation of keys, the Lord's Prayer in 300 languages, and standard and slang dictionaries. Then follow 15 sections—on where we live and work, how we play, how we disseminate information; on our religious and educational systems, sciences and technics, industries, etc.

In the "live and work" section will be reproductions of homes from *Architectural Forum*, "Apartments" by Harvey Wiley Corbett, a trailer catalog from Kozy Coach Co., photographs of operations in Westinghouse and General Motors plants. . . .

Included among "arts and entertainment" will be "The Arts," by Van Loon; articles on sculpture, music, etc., from *Encyclopaedia Britannica*, "The Stars and Stripes Forever," by Sousa; photographs of Toscanini, a string quartet and dancers at a New York night club; Margaret Mitchell's "Gone with the Wind" and Sinclair Lewis's "Arrowsmith" (both complete); Spalding's football and baseball rules, and the master switchboard of National Broadcasting Co.

Every type of magazine and newspaper will be included under "information," from *Saturday Evening Post* and *Good Housekeeping* to *Atlantic Monthly*, *True Confessions*, *Life* and *Weird Stories*; from the *New York Times* to the *Daily Worker*. There are also a lot of comic strips—among them "Orphan Annie," "Timid Soul," "Dick Tracy" and "Peter Rabbit."



"Not to be opened until 6939" Westinghouse might have labeled the copper alloy tube in which has been placed a cross-section of the reading matter, the pictures, the luxuries and necessities which are a part of present-day civilization. Here Westinghouse men are giving it a last once-over before shipping it off to the World's Fair grounds in New York.

The "time capsule" contains a "World Almanac," an annual report of the New York City superintendent of schools, "The Story of Science" by David Dietz, "The March of Time," "Frontiers of Medicine" by Dr. Morris Fishbein, and the "1937 Year-book of Dentistry." All are in Micro-File.

Participating in "Our Industries" are many well known names. Exhibit A is a Sears, Roebuck catalog. Westinghouse shows plenty about its own generators, lamps, motors, antennae, etc., and a photograph of a 1938 hostess cooking a meal on a Westinghouse Automeal Roaster. There are "Automobile Facts and Figures" by Automobile Manufacturers Association, air, rail, steamship time tables, a Childs menu, a pamphlet on canned foods by American Can Co., *Women's Wear* for September 1, zippers, a safety pin, rayon swatches by du Pont, a section of a Fisk tire. . . .

And, finally, there are messages from A. W. Robertson, Westinghouse chairman of the board, and Grover Whalen, president of the World's Fair, lists of officers of the fair, and of the men who made the "time capsule."

SALES MANAGEMENT

...NUMBER ONE OF A SERIES...



CONSIDER BEECH GROVE

Beech Grove, a thriving community of beautiful homes, bids you welcome as an ideal place in which to live. Conveniently located, just 15 minutes from Monument Circle by automobile and 25 minutes by bus, yet Beech Grove offers all those many advantages of suburban living—cleanliness, coolness, healthfulness. You'll like Beech Grove's modern improvements, its broad paved streets. You'll like its fine schools and churches. You'll like its residents—they're the kind of folks you want as neighbors.

So consider BEECH GROVE—where it costs less to live well.

THIS ADVERTISEMENT SPONSORED BY BEECH GROVE LIONS' CLUB, AND MERCHANTS.

...NUMBER TWO OF A SERIES...




BEECH GROVE HIGH and DRY!

Beech Grove, a community of friendly people, offers unusually attractive, yet inexpensive living conditions, with all the modern conveniences any city affords. In addition Beech Grove's higher altitude provides greater coolness, cleanliness and healthfulness.

Available are beautiful homes and home-sites to fit every need and every purse. So consider BEECH GROVE—where it costs less to live well.

THIS ADVERTISEMENT IS SPONSORED BY BEECH GROVE LIONS' CLUB.

...NUMBER THREE OF A SERIES...



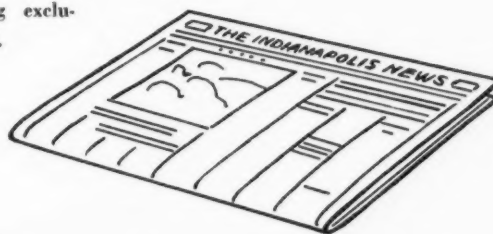
WIDE STREETS IN BEECH GROVE

Well constructed wide streets add to the safety and beauty of this attractive community, located southeast of Indianapolis, only 15 minutes by automobile and 25 minutes by bus from Monument Circle. High altitude and one of the finest sanitary systems in the state make Beech Grove a healthy locality. Beautiful homes and home-sites, fine schools and churches, a complete shopping center and friendly neighbors make it a pleasant, convenient place to live.

So consider Beech Grove—where it costs less to live well.

THIS ADVERTISEMENT IS SPONSORED BY BEECH GROVE LIONS' CLUB, CITIZENS AND MERCHANTS.

Reproduced here is part of a campaign promoting Indianapolis' suburban community, Beech Grove. This series is appearing exclusively in The News.



To Sell a Commodity or a COMMUNITY

When a newspaper is read by 4 out of 5 families in its home city . . . and more than half the families in the 20 counties comprising its trading area . . .

When for 43 consecutive years it has carried a larger volume of advertising than any newspaper in its state . . . and thus developed the habit of responsiveness on the part of its readers . . .

Then it can drive home a sales message with an impact that produces and sustains sales in profitable volume

Such is the position of The News in the Indianapolis market. And that is why, in this territory of stabilized consumer buying power, The News is the most potent selling force for any and all types of merchandise.

The Indianapolis NEWS

New York: Dan A. Carroll, 110 E. 42d St. . Chicago: J. E. Lutz, 435 N. Mich. Ave.

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Notes from the Managing Editor's Desk

We think the group of Pictographs in this issue one of the best we have presented since the inauguration of this feature in SALES MANAGEMENT. These pages continue to draw an amazing amount of comment from subscribers, with calls for reprints almost invariably exceeding our ability to supply them. As the Stroud twins might put it, "We're mighty happy about the whole thing."

* * *

We requisition a quarter hour of your undivided attention for the story in the forthcoming October 10 issue on the unique and successful compensation plan developed by the California Conserving Co. It's based on a point system, and its primary purpose is to encourage salesmen to do a well-rounded job of territory-building and maintenance.

* * *

SM editors are in a huddle with Ross Federal over a new and up-to-date package survey which, in its previous versions, prodded many a manufacturer into considering more seriously the consumer's attitude toward the container in which the goods is delivered. You may remember that SM gave housewives an opportunity to tell why they liked and disliked certain packages, and found the ladies not only willing and able to talk volubly on the subject, but apparently glad of the opportunity to let off steam about things that had been worrying them. The new survey will be done—as before—in a spirit of helpfulness, and we hope the manufacturers who get panned will accept it in that light.

—A. R. HAHN.



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BELOW

**NATION'S BUSINESS
SHOWS NEW ORLEANS'
BUSINESS IS BRIGHTER**

For the **THIRD** Consecutive Year

DOLLAR DAY

at
HOLMES

BROKE ALL RECORDS

WINTER
HOLIDAY
YESTERDAY

More than 100,000
of our customers

HOLMES

Business Is Good AT HOLMES

Our success is due to the courtesy of customers who have patronized our store for the past 100 years. We have been able to keep our prices low because we have been able to keep our costs low. We have been able to keep our costs low because we have been able to keep our prices low. We have been able to keep our prices low because we have been able to keep our costs low.

Since many of our customers have been able to keep their prices low, we have been able to keep our prices low. We have been able to keep our prices low because we have been able to keep our costs low. We have been able to keep our costs low because we have been able to keep our prices low. We have been able to keep our prices low because we have been able to keep our costs low.

HOLMES

Thank You

Mr. and Mrs.
NEW ORLEANS

For Your Excellent Response
To Dollar Day Values....

For the Greatest Store South
of the Greatest Store South

We Sincerely Appreciate
Your Patronage.

Maisie Blanche
MAISON BLANCHE

*The Starting Signal Has Been Sounded for an
Exciting Parade of Prestigious Events Here!*

Encouraged by the fact that on Monday, August 15th, August 16th, and August 17th, the business of the store was so good, we have decided to extend the Dollar Day to August 18th, 19th, 20th, 21st, 22nd, 23rd, 24th, 25th, 26th, 27th, 28th, 29th, 30th, and 31st. We have decided to extend the Dollar Day to August 18th, 19th, 20th, 21st, 22nd, 23rd, 24th, 25th, 26th, 27th, 28th, 29th, 30th, and 31st. We have decided to extend the Dollar Day to August 18th, 19th, 20th, 21st, 22nd, 23rd, 24th, 25th, 26th, 27th, 28th, 29th, 30th, and 31st.

Maisie Blanche
MAISON BLANCHE

You can do more business in New Orleans by placing your advertising in The Times-Picayune New Orleans States where for the lowest milline rate you cover *both* metropolitan New Orleans and the prosperous Trade Area.

OCTOBER 1, 1938

The Times-Picayune
NEW ORLEANS STATES

[7]

B E S U R E T O G E T

ALL OF DALLAS

with
The Dallas Morning News

The real Dallas extends far beyond the borders of the city and its suburbs. When you advertise to the market—do you reach ALL of it?

Do you do a thorough job among the city's homes? And then do you span its wider spaces—the better homes of its towns and hamlets and farms?

... Among its *rural* homes, which produce almost 1/3 of the whole State's farm wealth?

... Among the homes of its oil fields—those well-paid folk who harvest America's greatest output of "flowing gold?"

• • •

You can do it all with ONE newspaper—the universally-read morning paper of this market—The Dallas News. When The News carries your message you know you have covered the whole market with the ONLY medium that can do it alone.

*Sell the Readers of The Dallas Morning News
and You Have Sold the Dallas Market*



Texas' Major Market

Location: Northeast Texas. Size: 37 counties (1/10 of the state's area). Population: 1,628,955 (1/4 of the State's total).

- From world's greatest oil fields in East Texas comes 41.8% (1937) of Texas' total production.
- Produces 1/4 Texas' cotton crop (1937).
- Yields a total of more than 50 products, including oil, gas, clay products, lumber and forestry products, cotton, grains, fruits and vegetables.

The Dallas Morning News

John B. Woodward, Inc., Representatives

Associates: The Semi-Weekly Farm News, The Texas Almanac, Radio Station WFAA (50,000 Watts)

• AND THE NEW DAY BROUGHT THIS NEW ANSWER TO YOUR PROBLEM

Check your own company mailing lists, and have a huddle with the sales manager, if you want the low-down on the scattered, spotty location of your best prospects, and the high cost of traveling enough men to reach them, to cover them adequately—and sell them.

That's a situation that confronts magazine publishers as well. But changing circumstances have brought a new answer to the problem. The 20th Century, streamlined method of reaching hot markets while they're hot is the *Controlled Circulation* method, going directly, without red tape, to just the men you want to reach.

Here's how the Controlled Circulation Audit publication keeps its circulation forever alive and vital to you. First, the magazine is directed editorially at men-in-office. Men when they possess the buying power, influence, and need.

Second, the magazine is distributed to

these men, without formality, delay or charge, when they move into office, while they stay in office, but their subscription terminates the moment they move out. You get *all* the men with *all* the buying power, but no deadwood carried as live readership, no men detached from power to swell the cost of what you pay for but to shrink the value of what you get.

* * * *

And if you want proof of the value of the Controlled Circulation method, take a look at what other big companies are doing. They've penetrated to the heart and the profit of this sound system, they've proven the rightness of their program with tangible results. You may be sure that when you see an intelligent man consistently, persistently and repeatedly advertising in Controlled Circulation magazines, it's time for a more thorough investigation on your part.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

AUTOMATIC HEAT &
AIR CONDITIONING
BAKERS REVIEW
BANKERS MONTHLY
BETTER ROADS
COMPRESSED AIR
MAGAZINE
CONSTRUCTION DIGEST
CONTRACTORS & EN-
GINEERING MONTHLY
DIESEL PROGRESS
DRUG TOPICS
ELECTRIC LIGHT &
POWER
ELECTRICAL DEALER
ELECTRICAL
MANUFACTURING
EXCAVATING ENGINEER
FLEET OWNER
GOLFDOM

HITCHCOCK'S MACHINE
TOOL BLUE BOOK
HOSPITAL TOPICS
& BUYER
INDUSTRIAL EQUIPMENT
NEWS
INDUSTRIAL POWER
INDUSTRY & WELDING
JOBBER TOPICS
LIQUOR STORE &
DISPENSER
MACHINE DESIGN
MEAT



MEDICAL ECONOMICS
MILL & FACTORY
MODERN MACHINE SHOP
NATIONAL JEWELER
NEW EQUIPMENT DIGEST
PETROLEUM MARKETER
PREMIUM PRACTICE
PROGRESSIVE GROCER
ROADS AND STREETS
RUG PROFITS
SODA FOUNTAIN
SUPER SERVICE STATION
SYNDICATE STORE
MERCHANDISER
TEXTILE AGE
TIRES
WHAT'S NEW IN HOME
ECONOMICS
WOOD PRODUCTS

CONTROLLED CIRCULATION PUBLICATIONS

OCTOBER 1, 1938

[9]

Excitement in Two Million American Homes!

EVERY week in some 2 million American homes, people are excitedly perusing the most eagerly read magazine in the world—LIFE!

They pay ten million dollars a year for this rendezvous with LIFE—the largest amount of money ever paid out for a magazine in the whole long history of publishing.

Ten million dollars is an impressive amount of money just by itself. But even *more* impressive is the *quality* of these ten million paid for LIFE.

Business Men Know

As every business man knows, magazines are sold just as vigorously and ingeniously as other products. This is accepted publishing practice and produces good circulation. In fact, it had always been considered impossible to keep up mass-circulation figures without intensive sales efforts—until along came LIFE. And in less than two years, LIFE has more than two million buyers, all of whom *voluntarily* lay out their money because they want the new kind of pictorial journalism that LIFE alone offers.

Of these two million, 1,300,000 step up to the newsstands each week and pay out their dimes for LIFE. No other weekly magazine sells so many newsstand copies or gets so much money from its readers.

But perhaps more revealing of the regard in which LIFE is held is the fact that 700,000 of LIFE's 2,000,000 buyers *subscribe* to LIFE. These subscriptions came, not through salesmen, not from premium offers, but because 700,000 people wanted to make *certain* that they wouldn't miss a single issue!



This must mean that LIFE performs a definite service for these people—that LIFE is the most *wanted* magazine in this country today.

LIFE's readers find that LIFE's new idea of *pictorial journalism* satisfies a peculiarly *modern* hunger and longing for an accurate account of what's going on in the world today! They feel they can't afford to miss LIFE. They look to it as something on which to base their opinions, as a source of knowledge that's important and *right*.

Every advertising man knows from his own experience that when LIFE comes into a home it is eagerly read by the entire family. It is read from cover to cover, because each new page promises some new and exciting information. It is the 42nd Street and Fifth Avenue of the media world—the *spot where the traffic is heaviest*.

Most Potent!

There is nothing quite like LIFE in the publishing or advertising business today. There has never been anything quite like it. It is revising media evaluations of long standing. It is changing advertising lists. It has become, in the unbelievably short time of two years, the most potent *editorial* force in America. And astute advertisers are finding it the *most potent advertising force* as well.



Each week, 1,300,000 of LIFE's more than 2,000,000 buyers reach for it at the newsstands. Your newsdealer will tell you there's never been anything like the demand for LIFE, in his experience.

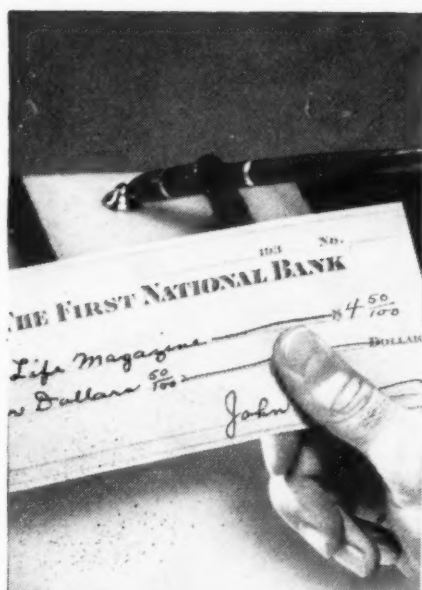


LIFE is not sold by boys, subscription crews, or extraneous inducements. LIFE circulation is virtually 100% *voluntary*.

SALES MANAGEMENT



LIFE time is excitement time in every home LIFE enters. It is eagerly awaited, avidly read not by Father alone, or Mother alone, but by Son, Daughter, all the children, the *whole family*.



More than 700,000 people have paid one of the highest subscription prices ever asked for a mass-circulation magazine to make *certain* that they get every issue of LIFE.

OCTOBER 1, 1938



LIFE is no passing fancy with its readers. Many of them cherish each copy, keep a complete file, use LIFE as a valued and trusted reference source.



LIFE is advertising's "busiest corner"—its every page is a traffic center, looked at by many millions of eyes.

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★.

	Sales Prospect for Oct. Nov. & Dec.	Sales Prospect for Next 12 Months		Sales Prospect for Oct. Nov. & Dec.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Lawyer's Income.....	★★★	★★
Air Conditioning.....	★★★★★	★★★★★	Liquor (Alcoholic Beverages).....	★★	★★
Aircraft (Sales of Airplanes).....	★★★★★	★★★★★	Luggage.....	★★★	★★★★
Aircraft (Passenger Travel).....	★★★★★	★★★★★	Machine Tools.....	★★★★★	★★★★★
Autos (New Car Sales).....	★★★★	★★★★	Machinery (Agr'l).....	★★★	★★★
Auto Tires.....	★★★★	★★★★	Machinery (Indus'l).....	★★★★	★★★★★
Baked Goods (Bread).....	★	★	Meats.....	★★	★★
Baked Goods (Specialty).....	★★★	★★★	Metal Containers.....	★★★	★★
Banks (Revenues).....	★	★★	Motion Picture Receipts.....	★	★★★
Beer.....	★	★	Musical Instruments.....	★★★★	★★★★★
Building Materials.....	★★★★★	★★★★★	Office Equipment.....	★★★	★★★★
Candy & Chewing Gum	★★★	★	Oil (Cooking).....	★	★
Canned Fruits and Vegetables.....	★★★★	★★★	Paint.....	★★★★★	★★★★★
Cereals.....	★★	★	Paper (Newsprint).....	★★	★★★
Chemicals (Misc.).....	★★★★	★★★★	Paper (Wrapping and Container).....	★★★	★★★★
Cigarettes.....	★★	★★	Photographic Supplies.....	★★★★	★★★★★
Cigars.....	★	★	Physicians' and Dentists' Income.....	★★	★★
Clothing (Men's, Wo- men's & Children's).....	★★★★	★★★	Plastics.....	★★★★★	★★★★★
Coal (Anthracite).....	★	★★	Printing and Publishing Equipment.....	★	★★★★
Coal (Bituminous).....	★★★	★★★★★	Radios.....	★★★★	★★
Cosmetics.....	★★★	★★	Railroad Equipment.....	★	★★★
Cotton Textiles.....	★★★★★	★	Railroad (Net Income).....	★	★★
Dairy Products.....	★★★	★	Rayon Textiles.....	★★★★★	★★★★
Department Stores.....	★★★★	★★★	Real Estate Rentals.....	★★★	★★★
Diesel Engines.....	★★★★★	★★★★★	Refrigerators.....	★★★	★★★
Drugs and Medicines.....	★★★	★	Restaurants.....	★★★	★★★★
Electrical Equipment (Heavy).....	★★	★★★★	Rural Stores.....	★★★	★★★
Electrical Equipment (Light).....	★★★	★★★★	Shipbuilding.....	★★★★★	★★★★★
Exports.....	★★★	★★★	Shoes.....	★★★★★	★★★
Flour.....	★★★★★	★	Silk Textiles.....	★	★★
Furs.....	★★★★	★★★★★	Soap.....	★★★	★
Gasoline and Oil.....	★★★★	★★★★	Soft Drinks.....	★★★	★★★
Glass and Materials.....	★★★★	★★★	Sporting Goods.....	★★★★	★★★★
Groceries.....	★	★	Stationery (Commer'l).....	★★★	★★★
Hardware.....	★★★★	★★★★	Steel and Iron.....	★★★★	★★★★★
Hotels.....	★★★	★★★★	Sugar.....	★★	★
HouseFurnishings(Floor Coverings, Furniture, Beds, etc.).....	★★★★★	★★★★★	Toothpaste and Mouth Washes.....	★★	★
Household Products (Kitchenware and Miscellaneous).....	★★★★	★★★	Toys and Games.....	★★★	★★★
Imports.....	★★★	★★	Trailers (Autos).....	★	★
Insurance (Misc.).....	★	★★	Travel (Sea).....	★★★	★★★★★
Jewelry.....	★★★	★★★★★	Trucks.....	★★★★	★★★★
Laundry.....	★★★★	★★★★	Utilities—Electric.....	★★★★	★★★
			Utilities—Gas.....	★★	★
			Utilities—Telegraph.....	★★	★
			Utilities—Telephone.....	★★	★★★★
			Washing Machines.....	★	★★★★

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Advertisers Advised to Make Plans for Business Boom

War uncertainties stand out as practically the only deterrent to the sharpest advance in business since the NRA boom of 1933. While a general European war would tend to retard the present extensive Fall and early Winter sales drives, such a war could only mean, ultimately, vastly larger demand for many American goods.

It is of the utmost importance in any analysis of the sales prospect as it might be affected by war to note that we are at a stage of the business cycle where there would be decidedly stronger resistance to war influences than was the case in 1914. Business in October, 1913, began to decline after a two-year recovery movement, and the drop was gathering momentum naturally at the time the war broke out in the Summer of 1914. At present we are emerging rapidly from the sharpest recession in the country's history, with the heavy current momentum likely to carry through for a while at least through even highly unfavorable news.

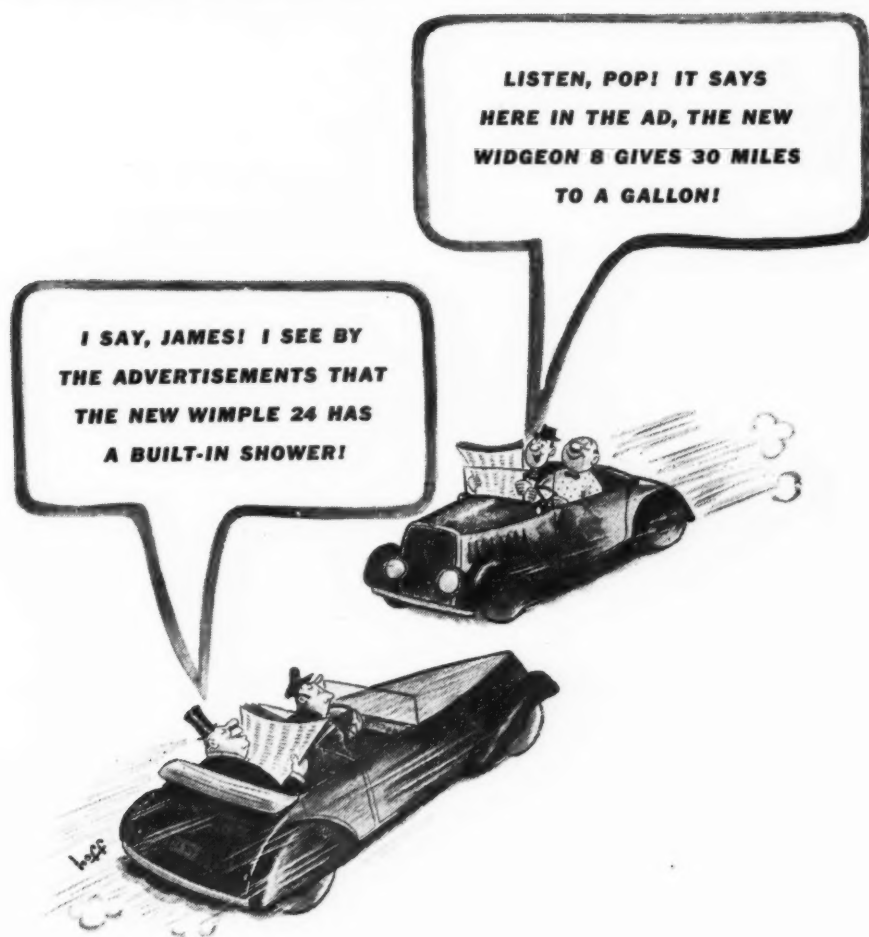
Uncle Sam Spending More

Aside from the promise contained in the general improvement in sentiment, resulting from the extensive depletion of inventories, Federal spending is rising speedily. It is estimated that shortly the addition to purchasing power over that of early 1937 may reach about \$175,000,000 monthly. Moreover, in its drive to crush all signs of the recession, the Government is expected to hit a spending pace by Spring approximately double that of the Autumn period directly ahead.

Working on the time-honored economic theory that sales improvement in one line begets sales improvement in other lines, there can be little question that a business boom is in the making, even in the shadow of the war fright. Cheering to the business man who has been paralyzed by another kind of fear—fear of the New Deal—is the utter failure of the momentous Roosevelt political purge, implying strongly a rise of conservatism. It is this column's belief that the forthcoming recovery is now being generally underestimated, and it is its confident recommendation to plan advertising and selling campaigns for a major business expansion over the next six months.

SALES MANAGEMENT

Automobiles are News -



Whether it be the statement that motor car manufacturers have spent \$60,000,000 in re-tooling plants for the 1939 models*, or the latest report on the performance of the Widgeon 8; or the significant fact that the industry is calling thousands of men back to work every week in Detroit*, or details about the appointments of the new Wimple 24—Automobiles are news.

The American public is avidly interested in automobiles. More than 23,000,000 are on the roads of this country today. The motor car has become a vital part of all community life. Naturally then, news of the automotive industry, details about the new cars, employment, production—everything concerning the automobile business is of consuming interest.

*Ward's Automotive Reports

And just as naturally, the American public looks to the daily newspaper for information about automobiles as it looks to the daily newspaper for fresh, timely, vital news about everything else. That's why 43,000,000 copies are sold daily. And that's why practically every make of automobile, new or used, is advertised in newspapers.

Because the purchase of an automobile usually calls for a family council, The Detroit News holds an enviable position in Detroit. It is not only the outstanding newspaper in Detroit, *America's Fourth Market*, but is the acknowledged HOME newspaper with 76% of its great city circulation home delivered. The News also has the largest trading area circulation of any Detroit newspaper. Total circulation 323,850 weekdays, 385,090 Sundays.

The Detroit News

New York: I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago: J. E. LUTZ

There's Buying Power in the *RURAL SOUTH*

**PRICES HOLD FIRM
ON LEAF MARKETS**

Volume Of Sales Heavy With Fair To Fine Primings Predominating

Raleigh, Aug. 29.—(AP)—Prices on the eastern North Carolina bright leaf tobacco markets today generally firm.

Cotton Growers To Get 12.6 Cents, I. W. Duggan Says

ATHENS, Ga., Aug. 31.—(AP)—I. W. Duggan, southern director of the Agricultural Adjustment Administration, stated that cotton growers will receive 12.6 cents per pound.

Final Tobacco Report Shows Record Profit

Georgia tobacco sales set an all-time record for the amount of money received this season, and came second only to the 1936 season for the total amount received.

Farm Income, Construction Gain in State

Federal Reserve Reports Improved Business Conditions

Construction contracts in Georgia during July showed large increases over both the previous period of

CROP yields are up. Prices are mostly lower. But, 2 x 3 and 3 x 2 give the same answer. Cash farm income for 1938 will again be approximately Two Billion Dollars.

Note the following facts—not just straws in the wind, but a reliable weather vane:

THE cotton crop is estimated at 86.2% of the 10-year average, 1927-1936. Other important southern cash crops: tobacco, 113.4%; rice 130.2%; sweet potatoes 115.6%; Irish potatoes 107.0%; wheat 130.9%; peanuts 127.1% of the 10-year average. Important feed crops: corn 115.6%; oats 112.7%; grain sorghum 108.7%, and hay 133.6% of the 10-year average. These feed crops show heavy gains over 1937.

GEOORGIA'S 1938 tobacco crop, just sold, brought \$19,000,000, a gain of \$4,500,000 over last year. The total for the South seems certain to approximate last year's income of \$288,000,000 from tobacco.

COTTON, plus Federal payments for soil conservation and price adjustment, will bring the farmer 12.6 cents per pound, says I. W. Duggan, Federal AAA official. This, plus seed values, will make the South's crop of 10,995,000 bales (USDA August estimate) worth \$800,000,000.

THE South's heaviest sales of livestock take place in the fall. It's a growing industry and is already putting \$600,000,000 to \$700,000,000 annually into the pockets of the farmers of this region.

THE AAA has just completed the distribution of \$135,000,000 to farmers in the South for cooperation in soil conservation in 1937. Now it is busily engaged in paying out \$127,000,000 due cotton farmers for price adjustments on the 1937 crop.

Put it all together. It makes buying power in the rural South.

FOR influence in this market advertisers choose the farmer's closest friend and most trusted advisor, *Progressive Farmer*, the South's leading farm-and-home magazine with its five separate editions and its more than 960,000 net paid circulation. Buy *Progressive Farmer* for its wide coverage at low cost, plus its strong localized influence built up through 52 years of able, consistent service to its readers.

Progressive Farmer
and Southern Ruralist

BIRMINGHAM

RALEIGH

MEMPHIS

DALLAS

250 Park Avenue, NEW YORK

Daily News Bldg., CHICAGO

"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER"

SALES MANAGEMENT

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending October 1, 1938:

Business on the Fire

many a business man unless the effect of the critical publicity can somehow be tempered or lessened.

• • • The committee members have pointed out repeatedly that they see their work as fact-finding and not as a punitive or witch-hunting expedition. The key figures in the study are not wild-eyed dreamers, but they believe sincerely that if major changes are not made in the reasonably near future they will be forced from without by more violent and cataclysmic shifts than we have even dreamed of up to this point.

• • • But it is only natural that the politicians, the government economists and bureau heads will try to make the headlines. They are experienced enough to know that they cannot make the front pages with dry-as-dust facts and figures. So we may expect some disclosures which will seem startling in headline form even though the occasional readers who dig down into the smaller type may find explanatory material which changes the flash impression.

• • • All varieties of business are likely to come up for scrutiny. Don't think that because your business isn't among the 25 largest in the country you may not be dragged in; perhaps you will not be dragged in directly, but you are quite likely to be through things that will happen to your industry as a whole, its price structure, its patents, etc.

• • • A & P, for example, is not named directly by Representative Patman, who seems to be out to put the big chains out of business by punitive taxes—but the handwriting is on the wall for A & P if general chain store legislation is passed similar to the Patman recommendations. Mr. Patman will not introduce his measure until the next session of Congress, but owners of A & P are going out now through a series of five-column advertisements in leading newspapers to outline their position as a defense of the interests of the consumer, the farmer, labor in general and their own workers in particular.

• • • Individual businesses, trade associations, and organized business in general should follow A & P's lead in going straight to the public, but only after having a thorough and unbiased study made by economists, engineers and other experts. They should find out why the private profit system doesn't function more perfectly, why distribution costs are as high as they are, and, if they need to be that high, why the consumer benefits nevertheless. As a starting point they might take the Berle memorandum referred to in SM September 1 (we repeat that the complete memorandum may be secured from *Capitol Daily*, 707 6th Street, N. W., Washington, D. C.) and see how they can answer the many questions he suggests to the committee for investigation.

OCTOBER 1, 1938

• • • Mr. Berle, also Thurman Arnold, in charge of anti-trust activities for the Department of Justice, wonders whether the public doesn't suffer through the so-called freezing of patents. What is industry's answer to the testimony likely to be advanced at the monopoly hearings to the effect that these patents, if utilized, would be beneficial to the consumer, that they would give better or cheaper articles or both?

• • • If there is a sound economic reason for freezing patents, for continuing to make the old article even though it isn't as good as it could be made under the new patent, then the reason should be unearthed and explained to the public.

• • • But this explanation should precede rather than follow the monopoly hearings. Industry's explanation should be a movement of offense rather than defense. Executives of business have a duty to protect themselves, their workers, their stockholders by explaining their policies—selling themselves, you might say—to the public.

• • • How does your business, your industry, measure up from the standpoint of what it contributes to the general economic welfare? If something is wrong, that something should be changed before the government makes you do it. If nothing is wrong tell the public so and why—but do it in simple, human language, not in lawyer's language.

• • • And the way most effectively to get the story over is by using straightforward, paid advertising—just as A & P is doing.

• • • Going to the public before the headlines become unbearably hot may accomplish these benefits (if we may borrow a few tried-and-true metaphors):

1. Wet any inflammatory powder designed to be set off at the hearings.
2. Take the wind out of their sails by frank statements, such as by admitting errors of the past, but showing that correction has been made without duress.
3. Buttress the industry defenses against any damaging or misleading testimony that may be offered.



• • • A prominent New York banker agreed with most of the reasoning above, but added the cynical, discouraging note: "Yes, business *should*, but business *won't*. Business will wait as usual until the harpoon is stuck in and turned around and then it will be too late to do much about it. Then business can hope only to wage a come-back battle designed to get the best possible compromise. We all saw a good example of that in the attitude of the New York Stock Exchange under the Whitney regime."

• • • SALES MANAGEMENT editors believe that this banker is too cynical. We believe that business is smart enough to put up lightning rods before the lightning strikes.

• • • But two things are necessary: (1) Business must start its public relations educational program promptly instead of waiting until it is forced to answer the monopoly committee testimony; (2) business should buy the best advertising and public relations brains to do the job. Many public relations programs have missed fire because the copy was written to flatter the vanity of the owners of the business or because it appeared *only* in mediums read by "believers," such as brother business men. The story should be made so human, so simple, that even a congressman will be impressed favorably!

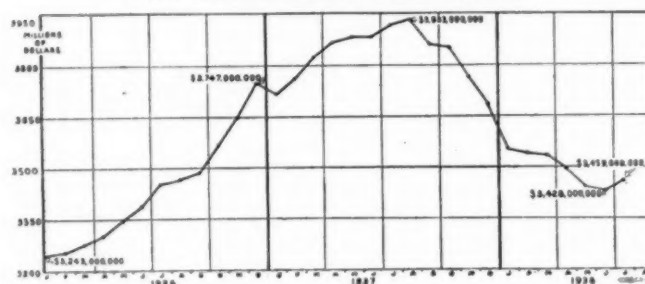
Expansion of Trade Reports

For several years the Bureau of Foreign and Domestic Commerce has been engaged in a broad program of securing data on current movements in the distributive trades. This information, which is supplied on a monthly basis and very promptly after the end of a month, visualizes the flow of goods from the producer at the one end to the consumer at the other. It provides a measure of the rapidity with which goods leave the manufacturer's hands and travel toward the consumer, as well as any tendency of these goods to block up in the stocks of manufacturers, wholesalers and retailers. The information is localized by states, but the size of the current appropriation limits the reporting service to 28 states.

• • • As appropriations go, not a large amount of money is necessary to expand the service to a nation-wide basis. The Bureau has built up a skeleton staff of well-trained experts to carry on the program and it is up to business men to see to it that Congress appropriates sufficient funds to make the studies national in scope and entirely representative of businesses covered.

• • • At the present time the Bureau collects monthly information from manufacturers showing dollar sales, accounts receivable outstanding, and collections. For some industries inventories on hand are also secured. From wholesalers the Bureau receives currently their dollar volume of sales, the cost value of stocks on hand, accounts receivable outstanding, and collections. Monthly data on chain stores include dollar sales and in some cases inventories. Reports from independent merchants, broken down by urban areas and rural farm regions, give monthly dollar sales, but the coverage is spotty. For example, only one New England state, Massachusetts, is covered. New York, New Jersey, Maryland, the District of Columbia, Michigan, are examples of important states not covered now because of lack of appropriations.

FIRST UPTURN IN WORKERS INCOME



Courtesy American Federation of Labor

• • • Most merchants are willing to cooperate with the Bureau because they have found that it is to their selfish interest to do so. They can and do use the information gathered. At the present time the number of reporting firms is in excess of 20,000—a figure ample to give an accurate cross-section for each state.

• • • Any subscribers not now securing these monthly releases may get on the list without charge by making their request to the Bureau of Foreign and Domestic Commerce in Washington.

• • • Subscribers who agree that this information should be made truly national in scope should get in touch with their representatives and senators, referring to the need for an increased appropriation for the "Current Trade Statistical Services of the Marketing Research Division of the Bureau of Foreign and Domestic Commerce."

Most Business News Is Good News Today

Merchandise stocks, like vacuums, tend to be filled eventually, and each month stocks are becoming more depleted. At the end of August the Federal Reserve Bank of New York rendered its report on stocks on hand of large department stores, and in 72% of departments there was a decrease from a year ago, in 10% no change and in 18% an increase. . . . Not even war scares, floods and hurricanes exerted more than a mild restraining hand on retail sales last week, and an increasing number of cities showed trade definitely above or on a par with last year.

• • • The largest volume of construction contracts since July, 1937, was awarded in the 37 eastern states during August, according to the F. W. Dodge Corp., the gain being 12% over August of last year and 30% over July of this year. More important than the fact that there was a national increase is that there was an increase in each of the 15 reporting districts. . . . The value of inventories in the hands of manufacturers, retailers and wholesalers was reduced during the first half of the year by \$1,250,000,000, according to estimates of Dun & Bradstreet, Inc. The inventory decline was greatest among manufacturers, followed by wholesalers and retailers. . . . For the third consecutive month gains outnumbered declines in the country's 147 main trading areas during August, according to the monthly surveys of business in those areas conducted by Brooke, Smith, French & Dorrance. . . . Underwriting volume in the final quarter of 1937 fell to \$342,000,000. Current volume of financing is considerably better and the closing months promise more.

NEWS REEL

Merchant: Frank B. Williams, Jr., is elected v.-p. in charge of the merchandise division of Westinghouse Elec. & Mfg. Co. at Mansfield, Ohio. He was v.-p. and s. m. of Diehl Manufacturing Co., division of Singer Manufacturing Co.

And from There? "Snowball" checks up on his whereabouts before starting to compete in the Seagram Distillers Pigeon Derby from coast to coast. He, and fellow fliers, will carry messages to all state governors saluting each state and pointing out that homing pigeons are ready to do their bit in emergencies—and for Seagram liquors.



RCA, Ray-Ray! This window display, lithographed in eight colors, has a nine-sheet football schedule pad attached which lists seven big games for each week throughout the season. Many dealers will increase their sales of RCA Radiotrons by running prize contests based on predictions of the outcome of games listed.

Transparent Tea-kettle: (Below) Corning Glass Works, Corning, N. Y., offers its Pyrex glass kettle. "You can see how much water it contains, watch it boil at all times; it heats speedily, is ideal for table serving of everything from iced drinks to milk and cocoa." Wide mouth makes it easy to clean, the trigger handle fits the hand. The cover locks on for pouring. Capacity is two and a half quarts; price is \$3.25.



Home Promoter: (Left) R. H. Shainwald is new chairman of the Cooperative Low-Cost Housing Council which is telling the country "It is 20-26% cheaper to build a house now than in 1926-1929. Quality is 20-45% higher." He is president of Shumacher Wall Board Corp., Vitrefax Corp., Plant Rubber and Asbestos Works, v.-p. of Pabco-Paraffine Companies, San Francisco.



Norgemen: (Right) Glenn O'Harra, former sales manager of the Norge range division, has been named eastern sales manager for Norge division of Borg-Warner Corp., Detroit. Just beyond his picture is R. E. Densmore, former refrigeration sales manager, who has been appointed western sales manager of Norge. Both appointments are effective immediately.



Cup-Bearer: (Above) Helen J. Wilcox, only woman publicity director for American whiskeys, leaves Oldetyme Distillers, N. Y., with whom she has been for four years, for a similar post with Hudson Valley Wine Co., Highland, N. Y.

What Folks Want for Christmas: Cues for Holiday Sales Drives

HOW would you answer this question:
"What single gift, within reason, would you like to receive more than any other for Christmas?"

The editors of SALES MANAGEMENT, through field workers of the Ross Federal Research Corp., put the question to more than 2,000 adults in Philadelphia, St. Louis and San Francisco. It was a follow-up to a similar survey made one year ago (the first of its kind) and is designed to assist in the Christmas promotion planning of business men who make and sell products which are suitable as holiday gifts—and also as a service to individual readers who have lists of friends and relatives to please at Christmas time.

Unimaginative Gifts Not Wanted

The average male when he is buying a present for a woman is likely to choose a book or perfume or candy if left to his own devices. Just how poor such a choice would be may be seen from these odds, taken from the survey:

- 1 chance in 1,000 that a box of candy would be most pleasing.
- 3 chances in 1,000 that a leather handbag would be most pleasing.
- 12 chances in 1,000 that a book would be most pleasing.
- 22 chances in 1,000 that a dress would be most pleasing.
- 29 chances in 1,000 that a bottle of perfume would be most pleasing.

These odds do not mean that relatively few women want or use these articles, but there is a very strong implication that they prefer to buy them themselves.

Products on which the odds are generous include electric appliances, 122 out of 1,000; wrist watches, 112 out of 1,000; furs and fur coats, 103 out of 1,000.

The unimaginative woman who buys a present for a man is likely to choose from such items as handkerchiefs, hosiery and neckties. Just how bad such a choice would be may be seen from these odds:

- 1 chance out of 1,000 that handkerchiefs would be most pleasing.
- 5 chances out of 1,000 that hosiery would be most pleasing.
- 10 chances out of 1,000 that a tie would be most pleasing.



The woman guessed wrong; she is giving him a tie and he will make believe that he is delighted, but he was praying for a watch, a car or an overcoat. His gift to her looks more like her prayer for a toaster, a wrist watch (although pretty bulky for that) or a fur. This is the second annual Christmas survey: See story for details.

Two thousand urban men and women tell what they most want for Christmas in the 8th of the current series of Ross Federal-Sales Management surveys; chance for alert marketing executives to cash in on strong preferences.

The most popular gifts for urban women are likely to be:

Electric appliances	12.2%
Wrist watches	11.2
Furs and fur coats.....	10.3
Furniture	7.4
Personal accessories	5.6
Radios	5.4
Hosiery	4.7
Rings	4.6
Automobiles	4.3
Suits and cloth coats.....	3.8
Lingerie	3.7
Robes	2.4
Dresses	2.2
Miscellaneous jewelry	2.2
Rugs	2.0

Significant changes from the comparable 1937 study: A tremendous increase in the demand for electric appliances, furs, watches and furniture; less demand for travel trips and dresses; moderate increase in demand for radios, hosiery, rings and personal accessories.

Men are pulling hardest for these items:

Watches	14.8%
Automobiles	14.0
Suits and overcoats	10.9
Sporting goods	8.4
Electric razors	7.5
Radios	5.2
Shirts and ties.....	4.2
Cameras	4.0
Tobacco	2.3
Rings	1.7
Robes	1.6

Significant changes from the comparable 1937 study: Great increases in demand for automobiles, watches, sporting goods and electric razors. Lessened demand for liquor, tobacco and cash.

The only difference between the 1938 and 1937 studies was that last year respondents were not asked to mention brand names (and only 9.6% of the men and 5.3% of the women did mention brands), whereas this

year investigators followed up the first question by asking respondents to "Name particular brand wanted if you have any preference."

The responses show that men are far more "set" in their wishes for specific brands than are women. Some 66% of all the male mentions called for a specific brand as against only 39% for women. Does this mean that national advertising registers far more strongly with men than with women? Does it mean that the opportunities of an individual manufacturer this Christmas time are greater with women than with men because so few of the former had made up their minds about the brand which might be most pleasing? The great difference in the response of the two sexes lends itself to interesting speculation.

Brand Consciousness of Men and Women

Respondents to "what do you want for Christmas" survey were asked to specify the brand wanted, if they had any preference.

Commodity	Men % Speci- fying Brand	Women % Speci- fying Brand	Total % Speci- fying Brand
Wearing Apparel ...	42	8	23
Jewelry	82	54	68
Household Goods....	49	42	42
Automobiles	90	95	92
Personal Accessories .	71	61	67
Radios and Musical Instruments	85	66	76
Sporting Goods	63	45	61
Cameras	75	57	72
Leather Goods and Luggage	27	33	30
Automobile Accessories	86	80	85
Books and Magazines	50	63	58
Tobacco	100	..	100
Writing Materials....	79	100	83
Tools and Machinery	27	..	25
Travel	100	71	82
Liquor	71	..	71
Miscellaneous	27	10	19
ALL COMMODITIES ..	66	39	52

The gift preferences of men and women, by general classifications, are listed in the table entitled "What Mr. and Mrs. Want for Christmas." The more detailed information on the specific gifts, restricted to two or more mentions, is as follows:

What Women Want for Christmas

Wearing Apparel

Number Mentioning	287
Coats and Suits	
Suit (no brand)	5
Cloth coat	13
Coat	6
Fur trimmed cloth coat.....	4
Tailored suit	3
Sport coat	2
Winter suit	2
All others	4

Hosiery	
Hosiery (no brand)	33
Real silk hose	2
All others	12
Furs	
Fur coat	20
Seal fur coat	12
Persian lamb fur coat.....	11
Mink fur coat	10
Hudson seal coat	7
Raccoon coat	6
Silver fox fur	4
Caracul fur coat.....	3
Leopard coat	3
Skunk coat	3
Stone marten neckpiece fur.....	3
Fitch fur coat	2
Fox fur	2
Muskrat coat	2
All others	14

Shoes

Bath Robes, Lounging Robes and Slippers	
Bath robe	8
Lounging outfit	6
Silk house coat.....	6
All others	4

Lingerie	
Lingerie (no brand)	23
Barbizon lingerie	4
Negligee	4
Kayser silk underwear.....	3
All others	3

Dresses and Evening Gowns	
Dresses	13
Evening dresses	6
All others	3

Riding Clothes	2
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Accessories

Miscellaneous Wearing Apparel	
Clothes (general)	6
Complete outfit	2
All others	4

Jewelry

Number Mentioning	180
-------------------------	-----

Wrist Watches	
Elgin	46
Bulova	34
Hamilton	6
Gruen	8
Wrist watch (no brand).....	13
Waltham	2
Other	1

Rings	
Diamond	29
Ring (no specific kind).....	3
Ruby	2
Wedding ring	2
Dinner	2
All others	8

Bracelets	
Gold	7

Diamond	3
All others	2
Brooches	
Marcasite pin	4
All others	3
Miscellaneous Jewelry	3

Household Goods

Number Mentioning	285
-------------------------	-----

Furniture	
Living-room furniture	11
Bedroom set	3
Mohair living-room furniture.....	5
Singer sewing machine	5
Cedar chest	4
Singer electric sewing machine.....	2
Kitchenette set	3
Sewing machine (no brand).....	2
Breakfast set	3
Furniture (general)	2
Maple bedroom set	2
Boudoir chair	2
Walnut bedroom set	2
Desk	2
Dining-room set	2
All others	22

Vacuum Cleaners	
Hoover vacuum	11
Electrolux	4
Vacuum (no brand)	2
All others	4

Refrigerators	
G. E.	10
Frigidaire	9
Kelvinator	9
Refrigerator (no brand)	6
Norge	5
Cold Spot	2
All others	33

Lamps	
Flamo lamp	2
Boudoir lamps	2
Lamps (no specific one).....	2
All others	9

Clocks	2
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Washing Machines	
Washing machine (no brand).....	5
Maytag washing machine	4
Easy washing machine	2

Irons	
Hot Point electric iron.....	2
Sunbeam electric iron	2
G. E. electric iron	2
All others	2

Toasters	
Toastmaster electric toaster.....	5
Electric toaster (no brand).....	2

Mixing Machines	
Mixmaster	4
Sunbeam mixer	2

What Mr. and Mrs. Want for Christmas

Commodity	Men		Women	
	1938	1937	1938	1937
Wearing Apparel	22.56	23.1	28.42	30.8
Jewelry	17.20	9.4	17.82	12.5
Household Goods	3.07	2.7	28.22	17.7
Automobiles and Accessories.....	20.70	11.0	4.76	4.4
Personal Accessories	9.05	5.6	5.54	5.0
Radio and Musical Instruments....	5.17	4.0	5.35	4.1
Sporting Goods	8.35	6.9	.89	1.6
Cameras	3.98	4.4	.69	1.2
Leather Goods and Luggage	2.19	2.3	2.38	3.1
Books and Magazines	1.19	2.4	1.88	1.5
Cash	1.99	2.8	.79	1.4
Tobacco	2.28	6.1	..	0.7
Writing Materials	1.89	1.7	.40	1.0
Tools and Machinery.....	1.09	1.8	.10	0.2
Travel40	2.2	.69	3.9
Liquor70	4.4	..	0.3
Miscellaneous	2.19	8.2*	2.07	10.6*

* These commodities which were classified separately in 1937, have been regrouped in the 1938 study: Boats, courses, binoculars, art supplies and pets. In 1937 they represented 5.2% of the men's mentions, and 2.3% of the women's. In the present 1937 table they appear under "Miscellaneous."

Other	1
Cookers	
Westinghouse	2
All others	2
Miscellaneous Electric Appliances	
Electric stove (no brand)	2
All others	2
China and Glassware	
Dishes (no specific kind)	8
Rock crystal glasses	2
All others	5
Silverware	
Silverware (no brand)	5
Rogers silverware	4
All others	5
Blankets, Linens, Laces, Etc.	
Wool blankets	3
Chenille bedspreads	2
Draperies	2
Irish linen, tablecloth and napkins	2
All others	4
Kitchenware	
Gas stove	3
Wedgewood stove	3
Magic Chef stove	3
All others	7
Rugs and Linoleum	
Wilton rug	4
Oriental rug	3
Axminster	3
Rugs (no preference)	3
Broadloom rug	2
Linoleum (no brand)	2
All others	3
Miscellaneous Household	
Dresser set	2
All others	10
Automobiles	
Number Mentioning	43
Ford	15
Chevrolet	7
Plymouth	5
Buick	3
Packard	3
Oldsmobile	2
Chrysler	5
Don't know or no preference	2
Other	1
Personal Accessories	
Number Mentioning	56
Handbags	10
Tweed perfume	7
Coty perfume	6
Shalimar perfume	3
Caron perfume	2
Coty compact	2
Evening in Paris cosmetics	2
Evening in Paris perfume	2
Linen handkerchiefs	2
Perfume (no brand)	2
Silk umbrella	2
Yardley's cosmetics	7
All others	14
Radios and Musical Instruments	
Number Mentioning	54
Radios and Victrolas	
Philco radio	20
Radio (no brand)	8
Zenith radio	4
RCA radio	2
GE radio	2
Remler radio	2
Scott radio	2
All others	7
Musical Instruments	
Baby grand piano	3
Accordion	2
All others	2
Sporting Goods	
Number Mentioning	9
Golf	2
Bicycles	
Elgin bicycle	2
All others	2
Tennis rackets	1
Miscellaneous Sporting Goods	2
Cameras	
Number Mentioning	7
Candid camera	2
All others	5

Leather Goods and Luggage

Number Mentioning	24
Leather Goods	4

Luggage

Traveling bag	6
Belber fitted bag	5
Suitcase	2
All others	7

Automobile Accessories

Number Mentioning	5
Auto radios	3
Philco	3
Auto Tires	2

Books and Magazines

Number Mentioning	19
Books	12

Magazines

Good Housekeeping	2
All others	5

Writing Materials

Number Mentioning	4
Pens	2
Typewriters	2

Tools and Machinery

Number Mentioning	1
Garden Tools	1

Travel

Number Mentioning	7
-------------------------	---

Miscellaneous

Number Mentioning	21
Small furnished home	2
House painted	2
All others	17

What Men Want for Christmas

Wearing Apparel

Number Mentioning	227
Coats and Suits	
Suit (no brand)	39
GGG suit	15
Overcoat (no brand)	12
Camel's hair top coat	4
Howard suit	4
Society Brand suit	4
Bond suit	2
Hart, Schaffner & Marx suit	2
Top coat (no brand)	2
Diamond suit	2
All others	23

Hosiery

Silk socks	3
All others	2

Furs

Raccoon	1
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Shirts and Ties

Arrow shirts	16
Shirts (no brand)	6
Neckties (no brand)	6
Manhattan shirts	4
Eclipse shirts	2
All others	8

Shoes

Shoes (no brand)	3
All others	8

Bath Robes, Lounging Robes and Slippers

Bath robe	5
Lounging robe	8
Bedroom slippers	4
All others	1

Hats

Stetson hat	8
All others	4

(Continued on page 74)

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Journals and Dealer Helps]

Vick Goes Up

Vick Chemical Co., Greensboro, N. C., increases its ad budget about 30% over last year. Starting the end of last month, space in 1,540 dailies is promoting Vick's VapoRub, Va-trol, and cough drops and will continue through the Winter.

Half and two-thirds pages in 12 national magazines began in October issues. A "Seth Parker" radio program on 54 stations of the NBC-Blue network got under way with bucolic mirth and melody September 25. All three kinds of publicity stress that "53 Million Vick Aids to Symptomatic Control of Colds Used Yearly." Morse International, N. Y., is the agency.

As a send-off to its seasonal air debut, Vick sent to the trade press a pair of screaming red, ankle-length drawers, "a genuine replica of what great men have worn." Ostensibly the underduddies were found "behind some bolts of calico down in Jonesport, Me., where they're still filching the prunes. . . . By a strange coincidence Jonesport is the home town of

Seth Parker . . . coming back on the air . . . we hope you'll listen."

Trade paper and radio editors guffawed, uttered more-or-less wise-cracks, were tickled pink by the red "rare example of early Americana."

Plumbing Push

Standard Sanitary Mfg. Co., Pittsburgh, started the "biggest newspaper campaign in the history of the plumbing industry" September 19. Copy prepared by Blaker agency, N. Y., runs in 1,529 papers of 1,351 cities.

Under the signature of Henry M. Reed, president, copy points out the advantages of buying plumbing fixtures only through master plumbers. "Doc, I bought these teeth at a bargain, but I want you to put them in," reads one stopper headline.

". . . Neither good teeth nor good plumbing can be purchased economically 'over the counter,'" the ad continues. "Entrust your plumbing only to Master Plumbers. They have the knowledge, skill and experience necessary to assure safe, healthful, economical plumbing. . . . Buy your fixtures from them. Place upon them

the entire responsibility, as you would upon your dentist."

Advance notice of the campaign was mailed to all of the 40,000 master plumbers in the U. S. It's the sort of effort that can't fail to win their hearty thanks.

Streamlined Moving

Bekins Van & Storage Co., with branches throughout California, is employing newspapers and spot radio to tell the Pacific Coast "Bekins moves furniture and household treasures quickly and smoothly the Streamlined way—locally or to any part of the nation."

This largest campaign in Bekins' 43-year history employs spots and time signals on stations KFRC, KSFO, San Francisco; KNX, KHJ, Los Angeles; KMJ, KARM, Fresno; KFBK, Sacramento; KDB, Santa Barbara; KGB, San Diego, plus these newspapers: *Times*, *Examiner*, *Herald-Examiner*, Los Angeles; *Citizen News*, Beverly Hills; *News Press*, Westwood Hills; *News-Press*, Glendale; *Star-News*, Pasadena; *Call-Bulletin*, *Examiner*, San Francisco; *Tribune*, *Post-Enquirer*, Oakland; *Bee*, Fresno; *Press-Telegram & Sun*, Long Beach; *News-Press*, Santa Barbara.

Brooks Advertising agency, Los Angeles, is in charge.

Monsanto Plastics

Plastics division of Monsanto Chemical Co., St. Louis, enters the arena of national advertising for the first time with an institutional series. The purpose, explains Vice-President John C. Brooks, is to "place the story of Monsanto research and plastics before executives, engineers, designers, sales managers, and others who now have use for one or more of our products, or who may develop ideas of product construction, production, or design that will create new uses for our products."

Space is being used in *Time*, *Fortune*, *Newsweek*, *Business Week*, *Industry*, *Product Engineering*, and other trade journals. Gardner Advertising, N. Y. and St. Louis, is the agency.

Plenty Potatoes

Maine Development Commission, Augusta, has begun to sing of the toothsome of Maine potatoes in 99 papers of some 60 cities, in 23 states, from New England to Richmond and West to Detroit. Copy breaks in each market as soon as shipments arrive.

A twice-a-week, 15-minute daytime period over 18 Mutual network stations supplements, plus extensive space

in some 12 grocery and produce trade papers, and hotel-restaurant journals. Brooke, Smith, French & Dorrance, N. Y., is handling the account.

Store signs, displays, etc., and a booklet, "99 ways to prepare potatoes," written by the editors of women's magazines, and newspaper food pages will assist in popularizing spuds boiled, baked, fried.

The spud crop this year is 8 to 10% smaller than in '37, but that means better prices to Down East farmers.

Later on separate campaigns for lobsters and other Maine products for the joyous sustenance of man will be initiated by the Commission.



Coffee facts are made exciting.

"Draw One!"

"People are afraid of coffee . . . fables, falsehoods, notions and superstitions are the biggest barrier to larger coffee sales," say Associated Coffee Industries of America. Through the Pan-American Coffee Bureau (and Arthur Kudner, N. Y. agency) growers of six South American coffee-countries, roasters, and retailers will seek to dispel these misconceptions.

Pages, some in color, will run until March in *S. E. P.*, *Life*, *Collier's*, *Liberty*, *McCall's*, *Good Housekeeping*, *This Week*, *The American Weekly*. Trade papers include *The Spice Mill*, *Tea & Coffee Trade Journal*, *Coffee & Tea Digest*, *Chain Store Age*, *National Grocers' Bulletin*, *Progressive Grocer*, *Club Management*, *Hotel Monthly*, *Hotel Management*, *American Restaurant*, *Restaurant Management*, *Soda Fountain*. Dealer helps include a slide film, folders, broadsides.

Such "false beliefs" as "Coffee keeps you awake," "Coffee makes me nervous" will be exploded in the series of "True or False" ads, patterned along the lines of Ripley's cartoons.

It's Minit-Rub Tonight!

Minit-Rub, Bristol-Myers remedy for muscular aches, headaches, and chest colds, gets its first national distribution and advertising October 5.

To help accomplish the first, messenger boys will deliver tubes of M-R to 4,749 druggists of 27 cities in states where it had not been previously distributed.

The advertising will be on Fred Allen's "Town Hall Tonight" program over the NBC-Blue network, mixed in with plugs for Sal Hepatica and Ipana. Young & Rubicam, N. Y., has all three accounts.

Previously M-R has been using spot radio in N. Y., Detroit, and Chicago; and half pages in newspaper colored comic sections of 11 big cities.

A & P Fights Back

Great Atlantic & Pacific Tea Co. has started a publicity backfire against anti-chain store legislation, particularly that of Congressman Wright Patman which is "frankly designed to put chain stores out of business."

Fighting for its life, A & P is attempting to state its side by analyzing the effects of chain death sentence laws on employees, farmers, consumers, and management. The company, of course, has an abundance of arguments to present, and these are stated over the signatures of George L. Hartford, chairman, and John A. Hartford, president, in 40 N. Y. and Pa. newspapers.

Later, more than 1,000 papers will carry the campaign on what would happen to the 8,000,000 farmers who sell 30% of their produce to chains, the 85,000 A & P employees and the public which spends \$881,000,000 a year in its stores. Magazines, billboards and radio may be added later.

Carl Byoir, Inc., public relations counsel, and Paris & Peart agency, both of N. Y., are in charge.

Modest Testimonial

General Petroleum Corp., through Smith & Drum, Los Angeles, adds "a new name to the Mobiloil Scroll of Fame" in newspaper space. Beneath the names and achievements of Lindbergh, Byrd, Post, and other aviators who "pinned their faith to Mobiloil" is listed Corrigan's "epic flight to Ireland," and this word from him:

"In preparing to leave New York for return flight to California I did not drain the oil from my plane but replenished my supply with new Aero Mobiloil. However, due to some compass errors I found myself in Ireland, having made a successful flight which I partially attribute to the use of your Aero Mobiloil."

Business Adopts the Airlines for Reliable Transportation

The first "National Air Travel Week" is inaugurated with the transport lines launching an aggressive campaign to win millions more to the skyways. A \$300,000 cooperative advertising campaign for air transportation will soon get under way. This year set an all-time high for number of passengers carried.

BY LAWRENCE M. HUGHES

THE aviation industry will promote the first "National Air Travel Week" October 1 to 9.

The observance will mark completion of ten years of passenger transportation by air in this country. And it will mark the beginning of a new decade in which, the industry has reason to believe, even greater progress will be made in the transportation by air of mail, merchandise—and people.

Ten years ago the total mileage of the nation's airways system was 5,789. Today it is 32,333. Ten years ago, with the aid of the railroads, the airlines could get one across the continent in two nights and a day. Today, one flies from New York to California between the close of business one night and the start of business the next morning. Ten years ago, one who flew a long distance had to be considerable of a he-man, impervious to propeller roar and plane vibration, to unexpected upward air currents, and even, on occasion, to forced landings. Today, one must look out of the window and see the propellers whirl and the land glide by, to be sure one is flying at all.

Even in 1928, however, some 52,934 people found it worth while to fly long distances. It cost plenty of

money. But for men whose time was valuable, it paid.

Today, it costs much less and one gets much more. Although speed is still important—and planes now travel several times as fast as they did then—economy, comfort, convenience, security and reliability all have contributed to the fact that air passenger business in ten years has grown 2,500%.

Ten years ago, about 85% of the 50,000 were people traveling on business. Of this year's 1,500,000, that proportion still obtains. The airlines

have become an important factor in getting business done better.

In studies made by SALES MANAGEMENT in 1935 and 1937, on comparative costs of rail, bus and air travel, the trend was consistently in favor of air. By and large, it was shown (SM, Aug. 1, 1937) that any salesman earning more than \$1 an hour and traveling on business time more than 200 miles at a stretch, saved his company money by doing so by air. And for salesmen and executives earning more than \$1 an hour the evidence was increasingly for air.

For example, between 1935 and 1937, the "dollar-hour" cost for a \$2-an-hour-man on the 300-mile run between Chicago and St. Louis had been reduced thus: By bus, \$25.25 to \$23; by rail, \$21.67 to \$16.95; by air, \$18.48 to \$14.75. For a \$3-an-hour man on this trip, the "air" savings had become, respectively, more than \$16 and more than \$6, and for a \$4-an-hour-man, more than \$25 and more than \$10.

On the New York-Chicago trip, the \$2-an-hour traveler last year had about a toss-up between rail and air,

1938

This year—thanks largely to the efficiency of the giant DC-3's—the number of U. S. air travelers will approach 1,500,000.

Pictures courtesy Aero Digest



1928

Flying was less reliable ten years ago, but, even then, nearly 53,000 passengers recognized its advantages.



with bus \$17 or \$18 more than either. But these figures did not include Pullman, meals (and drinks), tips and incidentals which were not added to the bill on the four-hour plane run. On the New York-San Francisco trip, the \$2-an-hour man saved at least \$46 and \$26—again with lower sleeping costs, and none at all for meals, tips and incidentals.

Even so, rail and bus lines showed up relatively well in the 1937 study.

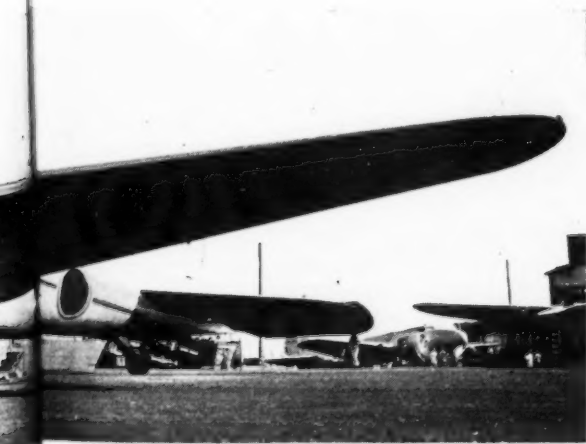
SALES MANAGEMENT

The basic rail rate had been reduced from \$.036 to \$.02 a mile. Bus and air rates had been reduced proportionately.

But this year, the basic rail rate has been raised 25%, from \$.02 to \$.025. Long distance bus lines generally have followed. Air rates, however, continue on about last year's basis. This gives the airlines an additional advantage, which extends down even to men earning 75 cents an hour.

Whether the airlines will hold this advantage will depend largely on what action—if any—is taken by the new Civil Aeronautics Authority. This Authority, organized to supplant the Bureau of Air Commerce and to assume the aviation functions of the Post Office Department and the Interstate Commerce Commission, formally began work August 22, with Edward J. Noble as chairman. Mr. Noble formerly was head of Life Savers, Inc., Port Chester, N. Y.

Meanwhile, the air-scrip basis for large purchasers of air travel continues. This provides a 5% reduction on one-way trips and a 15% reduction (instead of the "cash" 10%) for round trips. The only basic fare change which the major airlines made this year was the introduction, July 1, of half-fares for children under 12. The "wives go free" plan, tried by several lines last Winter, may be repeated. But this is only temporary "promotion," not fixed "policy." On the whole, the woman must pay.



The industry believes that the Authority will be too occupied with other things for the present to concern itself with rate matters. It must, for instance, check on the training, flying and physical fitness of 20,076 licensed pilots and of 33,000 aspirants. It must look after the ownership, licensing and inspection of more than 11,000 civil aircraft; superintend 2,300 airports, and pass on some \$14,000,000 worth of WPA projects for their improve-

OCTOBER 1, 1938



—and for 1940?

After four months of successful flights—more than 100 hours of them—by test pilots and engineers of Douglas Aircraft Company—Douglas will turn over DC-4 soon for similar thorough checking by the individual transport companies. "DC-4 is a low-wing, all-metal monoplane. Her four engines have a total of 5,600 horsepower. She has a span of 138 feet, length of nearly 98 feet, maximum height of 24 feet 6½ inches. She has a gross weight of 65,000 pounds and will carry a useful load of 20,000 pounds. "As a day plane, DC-4 will carry 42 passengers and a crew of five. Fully loaded, she has a top speed of 240 miles an hour, and can cruise at 8,000 feet (on 65 per cent of horsepower) at 196 miles an hour. She will have a landing speed of 68.5, a service ceiling of 22,900, and an absolute ceiling of 24,000 feet. "Detailed performance figures will be released soon.

ment. And the Authority must license, inspect and control the 20 domestic airline operators over a total of 32,333 miles—as well as superintending Pan American Airways over 53,166 miles of routes between Alaska and Chile and between the Philippines and (in the near future) Europe.

And the Authority will have under its wing, so to speak, the well-being of 1,500,000 passengers. This number—about 14% larger than last year's total—will be carried on domestic airlines within the United States this year. Throughout this decade, in every year save one, the number has grown:

1928	52,934
1929	165,263
1930	385,910
1931	457,753
1932	504,575
1933	546,235
1934	537,637
1935	908,185
1936	1,147,969
1937	1,267,580

The jump in 1935 was due, perhaps, not only to better general business, but DC-3. For several years the major transport companies have cooperated—with one another, with the manufacturers, with the Government—to provide better air travel. American, United, TWA and Eastern airlines, for example, all have "standardized" on Douglas Aircraft Co.'s 21-passenger DC-3, introduced in that year. This plane, in addition to being

about 50% larger than the Douglas 14-passenger DC-2, introduced in 1932, operates proportionately more comfortably and economically. It is also the first "sleeper" plane.

In a few months, these same four lines, and Pan American, will start using the Douglas four-motored DC-4's. These "largest and most luxurious commercial land planes" will carry 42 passengers each and a crew of five. There will be berths for 30 people, and a "bridal suite." There will be a "charm room" for women, a dressing room for men, and an electric kitchen. Instead of "thermos bottle" luncheons, eaten from trays balanced on the knees, meals will be cooked in flight, served on linen-covered tables. Such culinary problems as the fact that bread dries quickly at high altitudes, that at 12,000 feet it takes six minutes to cook a "three-minute egg," will be met—and overcome.

"National Air Travel Week" is being sponsored by Air Transport Association of America, in cooperation with Aeronautical Chamber of Commerce, National Aeronautics Association and other groups. Col. Edgar S. Gorrell, Chicago, president of Air Transport Association, is supervising the program, with T. Park Hay, of Federal Advertising Agency, New York, directly in charge. Harold Crary, vice-president of United Air Lines, is chairman of the transport

association's special committee for the week. Other members are Paul H. Brattain, vice-president, Eastern Air Lines; Charles H. Rheinstrom, vice-president, American Airlines; J. B. Walker, vice-president, Transcontinental & Western Air; D. D. Walker, general traffic manager, Chicago & Southern Air Lines; Charles E. Beard, vice-president, Braniff Airways, and Victor Chenea, general traffic manager, Pan American Airways.

This year, in fact, is the anniversary of several air achievements. It is the 20th anniversary of the air mail service. It is the 35th anniversary of the flight of the first heavier-than-air machine, which Orville and Wilbur Wright lifted from the ground near Kitty Hawk, N. C., on December 17, 1903. Wilbur Wright died in 1912. Orville Wright, now 67, is still living, at Dayton, Ohio, still watching the progress of an experiment which has grown in his lifetime into a large, efficient and responsible business, and of a technic which has made possible the circling of the globe in a little more than three days.

Of course, in contrast with railroads and motor cars, aviation is still very small. The railroad industry is capitalized at about \$18,500,000,000. The air lines are worth only about \$50,000,000. Neither, as a whole, is making money now. But the outlook for the airlines is much more favorable. In the last decade, while the number of passengers carried annually by the railroads declined from about 800,000,000 to about 400,000,000, the airlines multiplied their passenger business. They are today the *only* means of distance transportation which is forging ahead.

No "Heroes" Needed Now

During "National Air Travel Week" each airline will dramatize its history. There is no longer a "place for heroes in flying." But personalities and "color" persist in the background. Col. Charles A. Lindbergh, for instance, participated in the launching of both Transcontinental Air Transport (now TWA) and of Pan American. Eddie Rickenbacker, World War ace, is president of Eastern, and Douglas Corrigan is going to work for American.

The climax of the week will be a transcontinental race between DC-4 and Jack Knight in an old De Havilland plane. Jack Knight, now a United executive, was an early mail flyer—one of those men who proved at the risk of broken necks that the mail could be flown at night. DC-4, fully loaded, can fly virtually from coast to coast at 200 or more miles an

hour without refuelling. The old De Havilland must stop for fuel every 200 miles or so, and can do only about 85 an hour between. DC-4 will give the De Havilland a handicap of a dozen hours and still probably be first to the west coast.

Individual lines will toot their own horns during the week. United will tell of its "Mainliner" route over the old Overland trail through Cheyenne and Salt Lake. TWA follows the Santa Fe trail, through Kansas City and Wichita, and American takes a deeper curve still. "The sunny, southern route," American calls it. They will talk of scenes and services.

Have a Free Sample?

But more important will be the cooperative sampling and demonstrations—the proof that flying pays. Business executives, women, school children will be taken up. Airline stockholders will get proof, in flight, of the wisdom of their investments. There will be parades of transport planes over large cities. Members of the Aeronautical Chamber of Commerce will hold "open house" at their plants. Women's clubs and men's service clubs will hear a lot about this new sphere of transportation. Travel and hotel groups, telegraph companies and newspapers will plug it. Newsreels and radio programs will dramatize it.

The air lines are modern in their choice and use of sales tools. They have become expert at constructive publicity. They know how to make interesting news. Witness the 12 pages of pictures on "Air Transport Comes of Age," a close-up of the operations of United Air Lines, which *Life* published August 22. They know that their best advertisement is a happy customer. Their pilots and co-pilots and stewardesses and their ground forces are chosen and trained carefully toward that end.

In proportion to the size of their business, the airlines spend more money in paid advertising space than any other form of transportation. The total, in newspapers and magazines, is now more than \$1,000,000 a year, and they are also developing, in addition, a \$300,000-a-year all-industry cooperative campaign. The 17 U. S. airlines have already contributed more than half of the initial \$300,000, and the campaign probably will start early next year. Charles H. Rheinstrom, vice-president, American Airlines, is chairman of the committee in charge.

At least 95% of the country's 130,000,000 people have never taken a distance flight. The great majority of the people have never been "up" at

all. The men who run the airlines realize that their basic job is not to induce people to "go TWA," or American or United, but to *go*. They must build, together, new viewpoints, new recognitions and new habits.

Led by such strong individualists as the Vanderbilts and the Harrimans, the Goulds and the Hills, the railroads for a century have gone their separate ways. Their competition was unnecessarily fierce and inconceivably wasteful. The public had to pay for it. The public is still paying for it. In Chicago, for example, instead of one big union station, there are a dozen great grey monuments to the pride of individual railroads and railroad builders. In New York, with two big stations, there are twice too many—and still several railroads must dump their New York passengers off across the river at Jersey City or Hoboken. The airlines, in contrast, have developed union terminals and coordinated service. Thus a man may fly about half way from New York to California in about the time it would take him to "make reservations" on the several roads necessary to take him there by rail!

Recently, the airlines broke ground for a Union Air Terminal in New York, on the old Belmont Hotel site at Park Avenue and Forty-second Street. United, TWA, Pan American, Eastern, American, and possibly Imperial Airways, will participate in its facilities.

See You at the Fairs!

The airlines also will tell their story collectively next year at the world fairs. Pan American also is already the largest individual exhibitor, in point of space taken, at the Golden Gate International Exposition.

Indeed, both the New York and San Francisco fairs largely will symbolize the progress of aviation. Both fair grounds are intended to be airports. Treasure Island, site of the western fair, will become San Francisco's main airport, after the fair is closed. At North Beach, on Flushing Bay, adjoining the New York World's Fair, New York City is building a \$22,000,000 super airport, which will become eastern transport headquarters of all the major domestic and trans-Atlantic lines.

All things considered, the air transport people believe "National Air Travel Week" should mean a lot to people—particularly to executives of companies who sell their products throughout the country and throughout the world.

The airlines are starting to go places.

Salesmen Who Almost Fizzled Out— and What I Did to Save Them



Camera
Guild

Breakfast
table quar-
rels can lose
ten o'clock sales;
prolonged "wife
trouble" wreck a
man's whole selling career.

Behind that slump in sales may lie woman trouble, relative trouble, an inferiority complex, or some other of the myriad human problems that put a crimp in a man's efficiency. This sales executive makes the salesman's problem his own—and often pulls back his man from the brink of failure.

BY A WESTERN SALES MANAGER

IT ought not to happen, but it does. "Wife trouble" and "other woman trouble" are a salesman's private affairs—until they knock holes in his record as a producer. Then they have to be smoothed out by the sales manager. The latter may not relish being father confessor to men who are old enough to manage their personal relations. But when home matters enter the office to the detriment of business, then the sales manager must act.

Reliable salesmen can be transformed

into bad or non-producers by innumerable personal influences, ranging from infected tonsils to a nagging mother-in-law. When a previously steady worker hits the skids, for no apparent reason, it is a sales manager's duty to investigate his home life. That, instead of a "pep talk," a severe scolding, or outright firing is the kindest move. Incidentally, it is also the most profitable for the salesman's company.

Here are a half dozen instances of how outside worries almost lost jobs

for capable men. They illustrate how a policy of stop, look, and, above all, *listening* understandingly enabled those men to settle their difficulties.

I took on Salesman A, formerly an executive, just after the depression had tumbled so many executives from cushioned swivel chairs. While he had not actively sold before, he quickly adapted himself to the routine and readily established himself as a good, steady producer. Not brilliant, you understand, but the kind of a man who saves his chief a few gray hairs.

After a year of this type of performance, his sales reports began to go from bad to worse. Obviously, neither his head nor his heart was in his job. His case was the more difficult to understand because he seemed as earnest and as willing as when he had first come to us, a de-chaired executive, to be sure, but one who let us forget about his more illustrious past.

I think the easy "solution" of the situation would have been to consider "A" as having gone high-hat, and to have fired him without more ado. But I felt that there was another reason for his bad current performance, and one difficult to search out. I told "A" that I would be in the territory with him for a few days, *en route* to a nearby major city.

We called on dealers, and said and did all of the usual things, during the selling day. In the evening we drove to another town in his territory. This was my chance to get in a mention of the possibilities which could be built into the sales job—his sales job, with his particular firm.

"I wish my wife and her mother could hear you say that," he broke out, "for they think that I'm disgracing them with this job."

I knew then that I had something—that I *had* been right in not just firing this man and replacing him. So his relatives thought he was just a peddler, did they? And how much did the mother-in-law figure in his immediate picture?

A sympathetic audience was all that "A" needed to burst into speech. For one thing, he certainly had in-law trouble. Not only the mother, but his wife's sister, and a 15-year-old nephew. He was supporting them all, while they nagged him because his

position didn't give them a social standing on a par with his old one.

Of course, I'm not a wizard. I can't wish away in-laws. I can't change their attitude. But I can show this chap that he is important; I can help him to be important. (For instance, by asking him to do some extra-curricular work, such as helping to break in a new man, doing some missionary work on a new item, and so on.) I can listen to him, with understanding, on any of the occasions when he wants to cut loose with his home problems. There is nothing quite like talking it out, and to be able to talk about a trouble is to make it a whole lot less.

"A" is doing well now. He is building up his territory. He is earning more for those in-laws—almost as much as he brought home before his misfortune. I think they've let up a little on their nagging about "just a selling job"—partly because of the bigger checks, and partly because I bolster "A" to stand up for his rights as the wage-earning head of the household.

"B's" difficulty was of another type. He was a good city salesman—so good that I decided to transfer him to a territory honeycombed with small towns. In our particular business, a man can make more in such a non-urban territory.

But my good city man wasn't worth his salt in the country. For a time I overlooked the lamentable sales reports coming in, as far as sending him stiff letters, demanding a reason why, was concerned. But as it became plainer with every report that something had to be done, I went to see what could be causing his reversal of form.

Urban Wife; Country Territory

I invited both the man and his wife to have dinner with me at the hotel.

"That'll be fine," he brightened, "my wife misses all her old friends so. She can't seem to get acquainted with the women here."

Was I getting warm? I led the conversation to the topic I was interested in, as soon as we were at table, by the banal enough, "Well, how do you like your new home?"

"Oh, all right," she answered in a tone obviously withholding from her husband's boss all that she felt about the new home.

As we ate and talked our way through the table d'hôte of that small town hotel, I learned that she had one of those peculiar feminine habits of keeping old school friends, to the extent that she had not made any new

friends for years and years. She was not making them now, in her new home, and spent her days writing to Mabel and Jenny and Lulu, instead of chatting with them in long telephone calls. Even her favorite movie stars were not as glamorous when she could not see them from the plushiness of an urban cinema palace.

Perhaps there is little reason why a man's sales should slump just because his wife was unhappy over "being stuck in this little hole," as she finally admitted was her attitude. I'm not able to tell why; I can only say that they *had* slumped. In talking to his wife, I realized that she would very likely refuse to change her attitude. But I gave it a try, anyway, when I discussed the financial advantages which were to be gained in the new location.

Circe and Wives Don't Mix

"B" didn't improve sufficiently to warrant his continuance in the new territory, and I switched him back to his former job. Only after she was back in the old environment, was the wife able to see the "little hole" location in its true perspective. She began to compute the financial difference which she had lost (and I had been careful to let her know that I was transferring him back for her sake) and to be a bit bored with those school chums of hers.

Now, she has voluntarily asked for a transfer to a territory "in the sticks," on behalf of her husband, and when such a vacancy occurs I know that I'm going to have a country salesman who will deliver orders in a big way, thanks to hearty cooperation across the breakfast table.

"C" suffered from still another form of "wife disease." When he lost his second good customer within two months, in addition to a new customer which he had added to his list only to lose him forthwith, I knew that I had a sales problem to solve and that I had better act quickly before "C" lost more ground for us.

I had nothing to work on. "C" seemed as bright, alert and fit as always. Clearly, he had not taken to drink, nor had his health broken down. Nor did I think he was having "heart trouble," for he had a pretty young wife of whom he was patently very fond.

My first attempt didn't get me very far. The former customer was evasive, but I did draw out of him that our line met his expectations, just as it had for the past 20 years. But he had "decided to change." My second call,

with the other lost old customer, might have turned out ineffectively if I had not begun it with the phrase: "Will you do me a favor? I want to know what Mr. 'C' has done to offend you."

"Well—to tell you the truth, my wife kept after me until I agreed to change houses."

When I had recovered sufficiently to ask him what he meant by such a statement, I uncovered this situation. "C" had acquired a beach home, and every Saturday and Sunday he entertained a crowd out there, dancing, and swimming, and having a good time. Nothing wrong in that, of course, and nothing wrong, perhaps, in numbering customers and their wives as a large part of the crowd. "Come out Sunday—and I won't take no," he had heartily tendered his invitations. But the hitch came in the pretty young wife. She was a flirt who got in bad with the wives. You know the type of young thing that men call a "cute trick," but whom the women label as a "little cat."

I called in "C," and told him flatly that he would be fired immediately if he entertained another customer in his home. I didn't explain that the women thought his wife a "little cat"—I glossed that over by saying that they were jealous of his attractive wife. He agreed that women always were that way about her, just because she was superior, etc., etc. In fact, he didn't mind the ultimatum a bit, but he did abide by it, and I saved a good man and a good territory by seeing to it that his wife confined her winning ways to non-customers of our house.

Once Bitten, Twice Shy

Mr. "D" had a real grievance and it almost cost him his job. During my several interviews with "D," before adding him to the staff, he seemed to be every inch the crack salesman his recommendations asserted.

And when I got him into harness, he *was* good. Then the office grapevine began to bring things to me. The girls in the outer office objected to him, violently, because he was always bothering them to check postings on his account and that of his customers. "Does that bird think we are trying to gyp him?" one girl expressed it pertly to another at the adjacent desk. I began to note, in truth, that he did spend as much time in going into a huddle with the bookkeeper, as he did in calling on our customers, just to be sure, I could but presume, that he was getting every cent of commission and bonus due him.

(Continued on page 68)

SALES MANAGEMENT

LONG  DISTANCE means



LONG DISTANCE introduces the man with the *question* to the man with the *answer*.

Sales managers everywhere have come to rely on Long Distance calls to get up-to-the-minute sales pictures . . . to learn of promising leads . . . to check up on solicitation progress in distant districts . . . to route men in the field . . . and to insure *quick action* all along the line.

Long Distance . . . *fast, clear, direct, flexible* . . . can't claim to find the proverbial needle in the haystack. But it does often help find the perfect prospect, the opening to new business. And with today's low rates—it's the *economical* way.



and QUICK ACTION too!

OCTOBER 1, 1938

[27]

The National Industrial Advertising Association has just completed a survey of industrial advertising practices which furnishes up-to-date facts on appropriations, budget breakdowns, selling costs and general administrative data. There are lessons in it for sales managers anywhere, particularly in industrial companies.

The Sales Manager's Stake in the Industrial Advertising Budget

YOU can look at your advertising appropriation from many angles. One of them, not often considered, defines the responsibility of the sales manager clearly. When you consider your advertising appropriation as that part of your hard-to-get sales volume you set aside for selling your line by every other means except direct personal sales effort, you are likely to want a very definite finger in the pie of making and working out the advertising budget.

Since advertising has shown few signs of becoming an exact science and since practitioners of the art range from the very good to the exceedingly sour, any sales manager who delegates his real responsibilities for a sound budget to some one else, or who fails to recognize the vital importance of the effort, is only asking for waste and inefficiency.

This does not mean that the advertising manager is a weak brother needing the guiding hand of the sales executive. Some advertising managers do, decidedly, but the fault usually lies on the side of the sales manager. He fails to treat his co-partner in selling as a worthy helper in the job of getting sales and regards him primarily as a specialist in copy-writing and layout—a practitioner of an art which may have its occasional values, but does not measure up to the bread-and-butter job of direct salesmanship.

The annual survey of industrial advertising budgets* conducted by the National Association of Industrial Advertisers is an interesting case in point. The report of this survey is available, of course, to all sales man-

BY

W. B. SPOONER, JR.

*Spooner & Kriegel, New York;
Chairman, 1938 Survey Committee,
Industrial Marketers of New
Jersey for NIAA.*

agers of member companies and to a great number of non-member companies as well. Yet it has been the experience of far too many advertising managers that this report receives only casual attention from the sales manager, despite the great amount of useful information it contains.

The following comments on the 1938 report are made with the purpose of high-lighting some of the points brought to light by the survey this year. While all the data are strictly concerned with industrial products, it is likely that there will be some indicative material for the marketer of consumer goods as well. This year's survey was based on the postulate that selling, as well as advertising, in the industrial field is definitely affected by five fundamental factors:

- Nature of the product;
- Size of the company;
- Number of prospects to be reached;
- Number of items in the line;
- Selling price of the product.

Hence every factor of advertising and selling investigated by the survey was studied from the viewpoint of the effect of each of these factors. Some interesting indications resulted. In the order of presentation used in the survey report, the first item for consideration follows:

The Appropriation: You will spend some money on advertising and sales promotion. How much? The survey discloses the fact that there are many methods in use for determining

how much to appropriate, few of them better than guesses. In about 10% of all cases management simply reaches into the hat and pulls out a lump sum for advertising. That is what the advertising manager gets. In about 30% of the firms studied, the advertising manager and the sales manager get together with management and again a lump sum is set aside.

The remaining 60% go scientific. They look at sales for the past year, then at estimated sales for the year ahead. Then they either apply a fixed percentage against last year's sales, next year's expected volume, or both, or they apply a variable percentage against these volumes. In either case, you will note that the primary purpose is not to determine what the job to be done consists of. They want only to know what the total amount spent shall be.

This is typical of the procedure in connection with advertising as a whole. The sales manager knows, or should know, just what markets promise to do the most in building up his sales volume for any year ahead. He should know what markets need development and what markets are likely to repay sales effort with poor results.

This information should be used to determine what the job of advertising should be. It should help in allocating the relative amounts of money to be spent on each market, in view of both relative sales potentials for the year ahead and the sales volume actually expected in each. When the job to be done has been analyzed and outlined, then it is wise to check the total arrived at against past or projected sales volume—primarily as a check to decide whether or not the appropriation called for by the job to be done is in or out of line with either general or specific practice.

* "1938 Report, National Industrial Advertising Budget Survey," may be obtained from the National Industrial Advertisers Association, Inc., 100 E. Ohio Street, Chicago, Ill. Price: \$2.

Let's... GET DOWN BUSINESS in Oklahoma

.... that's where
the business is

Business charts and graphs continually point skyward in Oklahoma. Actual records of the past and reliable estimates for the future prove that Oklahoma's prosperity is based on deep-seated financial stability.

Oklahoma's farm income increased 2.5% the first six months of 1938 over 1937... the only state in the 10th Federal Reserve District to show an increase. In Oklahoma City, heart of this prosperous region, department store sales for the first eight months of 1938 were 9.7% better than the nation as a whole.

Brookmire's July 30 Report estimates that Oklahoma consumer income will be at least 5% above the national average for the last six months of this year. This forecast bears out the contention of local merchants that fall and winter business will keep Oklahoma basking in the bright spot it has enjoyed for so long.

To produce maximum results consistently in Oklahoma sales and advertising managers have found it necessary to use the Oklahoman and Times, the two papers that get down to the business of selling.

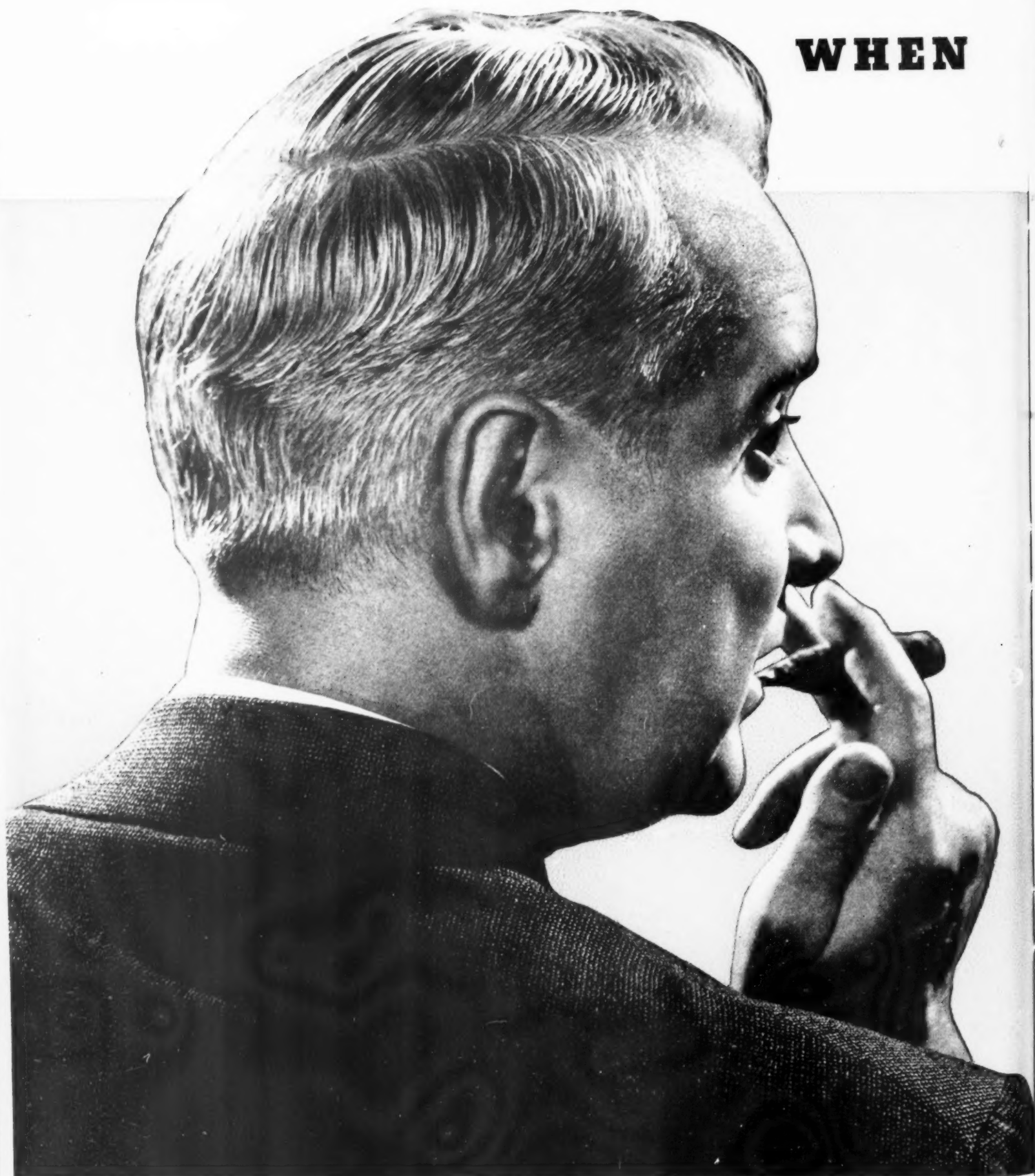


THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Oklahoma City

THE OKLAHOMA PUBLISHING CO.
WKY—THE FARMER-STOCKMAN
MISTLETOE EXPRESS—KVOR, Colorado Springs
Representative—THE KATZ AGENCY, Inc.

WHEN



No. 34 IN A SERIES . . .

Discussions of TYPICAL JOBS GOOD BUSINESS PAPER ADVERTISING HAS DONE . . . prepared by advertising agencies of wide experience in the use of business paper space . . . sponsored by these outstanding business papers:

**GOOD BUSINESS PAPERS
BUILD BETTER BUSINESS**





YOU ASK A MAN TO BUY

Speak HIS OWN LANGUAGE!

• His interest centers in one field. In one industry. He lives and breathes it from morning to night. He even thinks and speaks about his business in a "language" all its own.

Carrier found that out. While the architect designing a great department store, for example, may think of Carrier Air Conditioning in terms of "ductwork" and "louvres" — the owners are more concerned with increased patronage, "reduced markdowns" and spoilage. And while the banker financing the installation must be sold on "investment" and "return"—it's just as necessary to tell the story of "Dew Point Con-

trol", the "By Pass" and "c.f.m.'s." to the engineer responsible for the installation.

It's the same in every field, in every industry. Each man approaches the same problem with a different viewpoint. He speaks a different "language." The solution? Know that "language" as Carrier knows it—then use it where it will work and work HARD... IN THE MODERN BUSINESS PAPER. No other type of publication gives you a chance to put that special power into your advertising... bed-rock advertising that builds sales.

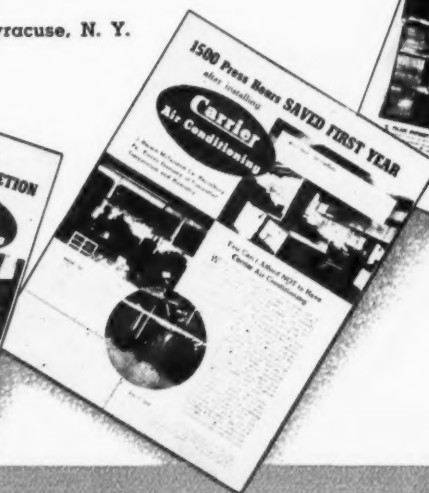
Chas Dallas Reach

CHAS. DALLAS REACH CO.

Advertising

Newark, N. J.

Syracuse, N. Y.



BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER, New York
BUILDING SUPPLY NEWS, Chicago
CHEMICAL & METALLURGICAL ENGINEERING,
New York
DEPARTMENT STORE ECONOMIST, New York
ENGINEERING and MINING JOURNAL,
New York

FOOD INDUSTRIES, New York
HOTEL MANAGEMENT, New York
THE IRON AGE, New York
THE JEWELERS' CIRCULAR-KEYSTONE,
New York
LAUNDRY AGE, New York
MACHINE DESIGN, Cleveland
MACHINERY, New York

MARINE ENGINEERING & SHIPPING
REVIEW, New York
POWER, New York
RAILWAY MECHANICAL ENGINEER,
New York
SALES MANAGEMENT, New York
STEEL, Cleveland

The survey shows clearly what general practice is. If anyone wants a convenient overall average, he will find it in the report—for each of the past five years. The five-year average is, in fact, 2.49%.

Now assuming that the grab-bag method were correct, does this mean that you, as sales manager, can cheerfully O.K. any budget submitted, if it is at or below this figure? Not if you want to know your facts. When we look at percentage of gross sales spent for advertising in the light of the five factors outlined above, we will see that every one of them affects this overall average figure.

If you are selling capital goods, the overall average noted above almost hits the average for this type of product. But if you are selling operating supplies, the average percentage is over 4%. For process materials it is under 1%. In fact, for every single one of the product divisions in the industrial field, the average is above or below the general figure of 2.49%.

Suppose your sales volume is below \$200,000 a year. You will find that the average firm in this group spends over 6% of its gross sales on advertising. And quite consistently, as volume increases, the average percentage drops to a minimum of 1.33% for firms having a sales volume of over \$5,000,000 annually.

Don't feel that you can stop here. The number of prospects you have to reach will also affect the cost of advertising. If you have to reach under 1,000 or over 20,000 prospects the average percentage is close to 3%. Yet from 1,000 to 20,000 prospects show an average cost of around 2%. Apparently the more intensive sales promotion used on 1,000 prospects or less boosts the costs to the level of the highest prospect groups, while from 1,000 up to the highest there is a level of activity definitely below the overall average figure of 2.49%.

It costs more to promote a smaller number of items than a larger number. For from 1 to 150 items, the average is around 2.7% of sales volume but for more than 150 items the average is under 1.5%. Probably the answer is that when the number of items becomes great, the catalog method of presentation is widely used, with accompanying reductions in costs of presentation.

Price is another factor. While the average percentage for products selling at \$1,000 or less is over 3%, the average for products selling for over \$1,000 is under 2%. This is an important point to consider when you determine what percentage of your gross sales you are going to spend for advertising.

Selling Costs: On an overall average basis, sales costs show a peak of 15% in 1934, dropping to a minimum of 12.7% in 1937 and rising again to 13.7% in 1938.

Do not be fooled by overall averages, however. Sales costs vary widely according to the nature of the product. Taking the five-year overall general average at 13.8%, you will find that the corresponding average for operating supplies is 23.6%. (Remember that the figure for advertising costs in this group was high, too.) Yet for process materials the figure is only 8.5%, and for building materials, 9.7%.

If your sales volume is low, the average sales cost will be below the overall general average—under 11%. As volume increases, sales costs increase to a maximum of 18% for firms whose volume is between \$1,000,000 and \$2,000,000, dropping off from this range upward to 13.3% for volumes over \$5,000,000.

As prospects increase in number, sales costs rise consistently from a minimum of 6% for 1,000 prospects to around 15% for over 20,000. Re-

member that advertising costs did not follow this consistent pattern.

On number of items, sales costs rise to a peak of 17% for 75-150 items and then drop sharply to around 9.5% for 150 or more items. Advertising costs also dropped sharply at the 150-item point.

You will remember that it costs *more* to advertise items selling for less than \$1,000. But it costs *less* to sell them. Sales percentages for the under \$1,000 group are 12.5%, while for the over \$1,000 group they are 17%.

General Statistics: The report shows that the loss in sales volume for the first six months of 1938 compared with that for the corresponding period in 1937 was slightly over 30%. Most product groups showed about the same drop in volume, but building materials lost only 17% while accessory equipment and fabricating parts lost almost 40%.

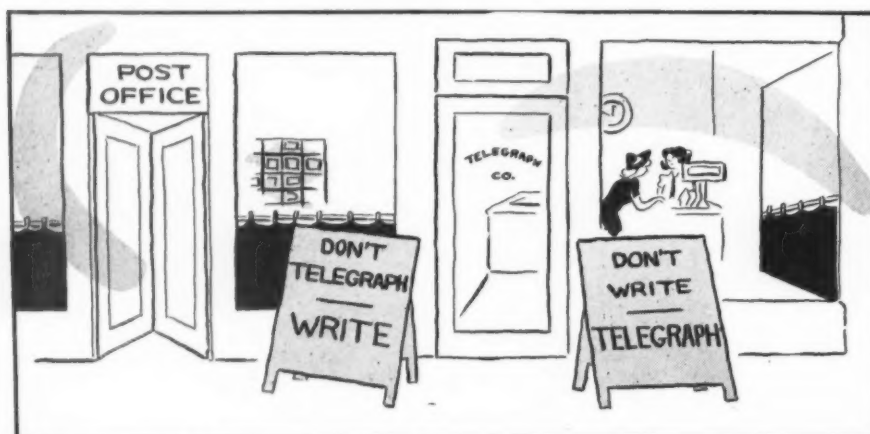
As normal sales volume increased, the loss in volume increased. The smallest companies, with normal volumes under \$200,000 lost only 8% while the largest lost over 35%.

Are Agencies a Luxury?

Administrative Costs: While it unquestionably costs money to run an advertising department, it seems apparent that a large number of companies prefer to gloss over the fact. Over 40% of the companies supplying data do not charge administrative costs to the advertising budget. Previous attempts to get a dependable figure for average administrative costs always came head on against this curious kind of accounting. This year's survey instructed all companies to add their administrative costs to their budget total if they did not do so in their own company, in order that a reliable figure might be obtained. The results disclosed this surprising fact: It does not seem to make any difference whether or not an agency is used, when the question is studied from the overall point of view. Administrative costs averaged 15% of the total appropriation in both cases.

However, the sales manager will be interested to know that administrative costs are definitely affected by the size of the company. Companies with sales volumes of less than \$500,000 seem to be able to operate without an agency with lower administrative costs than those with agencies. But beyond this point the agency connection definitely reduces administrative costs. Thus, for sales volumes below \$200,000, administrative costs with agencies are

(Continued on page 66)





Who buys the most beer?

During August, The New York Times market research department made a study of packaged beer sales in New York City stores. It gives this picture of weekly sales:

- in 73 stores serving above-average families—88,186 cans and bottles;
- in 166 stores serving average-income families—82,687 cans and bottles;
- in 281 stores serving below-average families—70,477 cans and bottles.

The stores are apportioned

this way to give a true cross-section of the city as a whole.

Here is striking evidence of the importance to advertisers of the relationship between family income and expenditure. Packaged beer, like many other advertised products, is something folks can do without when the family purse is pinched by essentials. It is, therefore, a good index to the responsiveness of the city's various economic groups.

For the beer advertiser, this study is important because it shows where his biggest market

is. Above-average families account for more than one-third of the total packaged beer market.

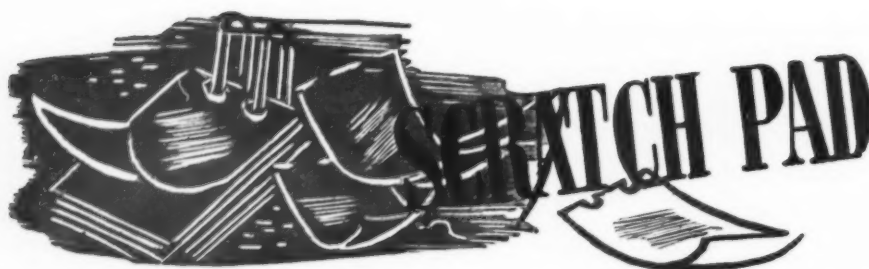
For all advertisers, this study becomes more significant when placed beside other studies made by our research department covering a long list of advertised products, all coming to the same conclusion: that volume sales are most quickly and most profitably built among families above the average-income line.

We suggest you write our Market Research Department for full information.

Studies of The New York Times Market Research Department are made using methods approved by Dr. George Gallup, noted expert.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"



We who detest Summer at its soggiest, who deplore Winter at its bleakest, should ascend the heights today, should greet brown October with a reverent and sweeping bow. Ah, for twelve Octobers in a row!

* * *

B. A. Seessel, national ad mgr. of the *Chattanooga Times*, bethought himself of the Scriptural admonition, "Unless ye be born again," when he saw this headline in the news: "Stork Will Try Again to Get Corrigan Here." The reference was, however, to Eddie Stork, manager of the local landing-field.

* * *

Another "almost." I had jotted down in my note-book a slogan for milk: "Public Energy No. 1." Then, in *Reader's Digest*, I saw the gag with another application. Too late for Herpicide!

* * *

Gar Young "saw a sidewalk accordionist with this stopper in rhinestones on the squeeze-box: 'I am hard of hearing.'" Gar thinks that comes under Truth in Advertising.

* * *

Stopper by Scampers (pajamas): "For the loll in your life."

* * *

"The Editorial Whee!" subheads Metro-Goldwyn-Mayer gaily in *Variety*.

* * *

While staying at a Springfield, Mass., hotel, Chicago's Henry Sonheim 'phoned the room-clerk that the room was full of mosquitoes. The clerk said he'd "send up the housekeeper with a screen." Henry said: "That's fine; then they won't be able to get out on me." What he might have said is: "Quick, the Flit, this is Henry." He also saw a sign along a highway: "Tractors with lugs not allowed," and wonders if it meant *on* wheels or *behind* the wheel.

* * *

If you will give this Irish expatriate the French pronunciation of his adopted land, here is a slogan: "Hennessy is the best policy."

* * *

It was a jingle contest that really got me into the advertising business originally, so it is but poetic justice

that I should now turn out a jingle or two in the day's work. One, frexample, like this:

Across the land, my bugle sounds,
And people come by leaps and bounds.
They drop their work and give a whoop
For Campbell's grand tomato soup.

* * *

I think Mr. Dunhill or Mr. Demuth might increase the tribe of pipe smokers if pipes were made with better draught. A fellow gets tired of reaming and scraping and plumbing in general, gives up, goes back to ciggies.

* * *

Noah, my Italian barber, is wise beyond his years. He says: "Thee barba shop—she is no place to talk politics and relig'." That's a good rule in any place, Noah. It's usually a waste of breath, trying to make converts.

* * *

The more I hear of the Wheeler-Lea bill, the more I am in favor of it. I like applesauce, but I prefer it made with apples—not copy.

* * *

September *Fortune* gave a nice write-up to "The Sleep Shop" of Lewis & Conger, New York. It is the story of a man with an idea, and persistence. Worth looking up, in case you missed it.

* * *

The Furness-Bermuda line apparently pulled a fast one. It ran a few cruises on the ship-is-your-hotel plan, although it owns three hotels in the islands. This gave the Bermudian parliament a chance to pass a law, not too obviously aimed at foreign lines. Then Furness cut out the ship-is-your-hotel cruises, which it probably disapproved of anyhow. The full story was in *Time*, in one of the late August issues, if I remember.

* * *

Science note: Western Union has worked out a "carrier-current" system by means of which 96 telegrams may be sent simultaneously. It's done with variable pitch, much like the electrical impulses that produce the diatonic effect which made the Hammond electric organ possible.

* * *

"Old Man Dixie," he was known as when he worked with the Wallis

Armstrong agency shortly before his death. I never met him, but I have been quoting a smart slogan of his for years. It was for the Beehler umbrella: "Born in Baltimore—raised everywhere."

* * *

Overheard: "He's the kind of executive who can say 'No' but never 'Yes'."

* * *

Philadelphia papers showed Ward Wheelock, agency president, standing by a 200-lb. blue marlin, the first to be caught in Jersey waters. "The fish never had a chance," said one of the men proudly, referring to his dynamic chief.

* * *

If I were named Daly, I think I would be a baker. Think of the fun you could have selling Daly bread.

* * *

Walter Winchell often says some profound things. For instance, on that rather important matter of remuneration: "Get it while you're hot. You're cold a long time."

* * *

"As far as can be ascertained, the *Weekly Argus* holds the record for the United Kingdom for marriage announcements." How are you doing on births and deaths?

* * *

Phil Schwartz likes the title of an article in *Baby Talk*: "Stork Realism." So do I.

* * *

And Bob Brown turns in a Long-champs headline, pertinent to the whole business of cocktail drinking: "Why sip the insipid?"

* * *

Max Palmer sends in a caption for a Bromo Seltzer ad: "Heads—you lose!"

* * *

Last month, I laughed at Fibber McGee's crack about "Alexander's Ragweed Band," although it's hard to get a giggle out of anything so ram-bunctious as hay-fever. The season of 1938 will probably go down as an all-time high in hay-fever suffering. The weeds were everywhere, due to heavy rainfall. Phooie!

* * *

A letter writer in *Time* thinks that, if Mr. Roosevelt's Summer residence is in Hyde Park, his new neighbors across the Hudson are in "Hy-de-ho Park."

* * *

All of us know at least one firm where "Inc." in the corporate name also stands for "Inc"-ompetent.

T. HARRY THOMPSON.

SALES MANAGEMENT



THE dotted line above was made by Mrs. X—shopping a self-service store. Several times a week, like most other housewives, she tours her neighborhood self-service grocery store—BUYING for a family! Today's tour is typical.

But note an important thing in today's tour—the first stop! The stop Mrs. X makes to pick up her copy of The Family Circle! It's important because The Family Circle is a point-of-sale influence on Mrs. X's buying!

There are no clerks, no "counter" influences, in a self-service store to suggest products or brands. Only national advertising in the back of Mrs. X's head! And since self-service stores are now a major type of retail outlet, national advertising to influence self-service buying is a major problem!

National advertising in The Family Circle can help solve the problem. Because The Family Circle is distributed **only** in chain grocery stores, * **only** at the point of sale—where influence counts most! It's big—1,430,675 national circulation! It makes frequent impressions—is the only woman's weekly! It has visibility—no bulk, or solid advertising section! And it costs less—less than \$2.00 per page per thousand readers!

It's a better buy NOW!

**Approximately two-thirds of the stores distributing The Family Circle are self-service.*



OCTOBER 1, 1938

THE FAMILY CIRCLE MAGAZINE

The Family Circle, Inc., Raymond-Commerce Bldg., Newark, N. J. Represented by The Family Circle Magazine, Inc., New York, Chicago, San Francisco

[35]

ACCOMPLISHMENT

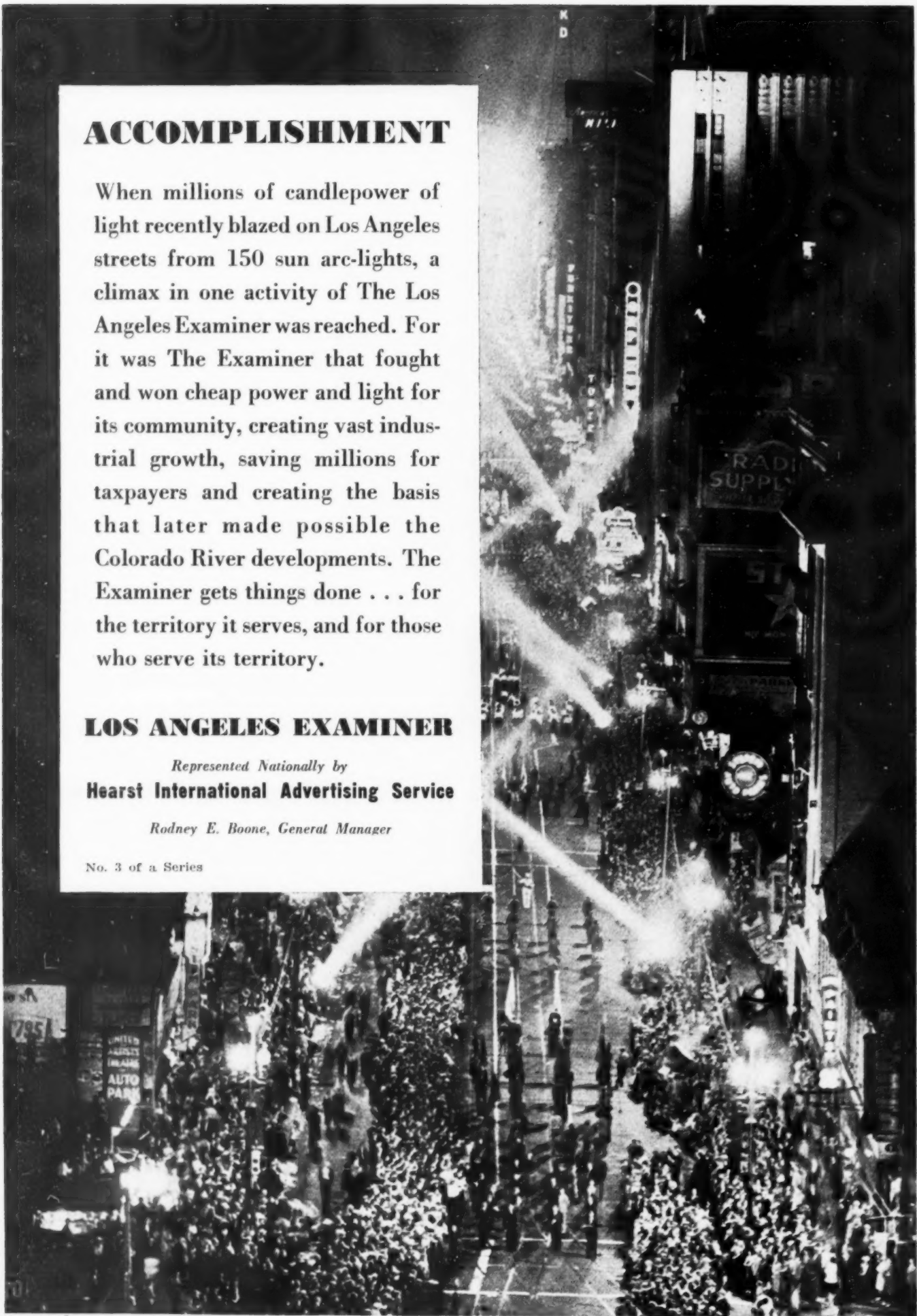
When millions of candlepower of light recently blazed on Los Angeles streets from 150 sun arc-lights, a climax in one activity of The Los Angeles Examiner was reached. For it was The Examiner that fought and won cheap power and light for its community, creating vast industrial growth, saving millions for taxpayers and creating the basis that later made possible the Colorado River developments. The Examiner gets things done . . . for the territory it serves, and for those who serve its territory.

LOS ANGELES EXAMINER

Represented Nationally by
Hearst International Advertising Service

Rodney E. Boone, General Manager

No. 3 of a Series







Marketing

PICTOGRAPHS

Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers.

ARE COMPANY OFFICERS PAID TOO MUCH ?

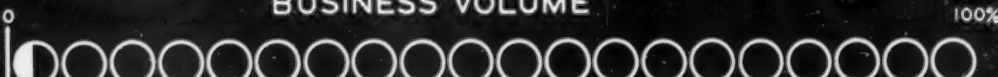
THERE HAS BEEN A LOT OF TALK ABOUT BIG INCOMES BEING TOO BIG. JUST HOW BIG ARE THEY ?

1934 OFFICERS'
TOTAL COMPENSATION

% OF 1934 GROSS
BUSINESS VOLUME

ALL CORPORATIONS

2.0 %



CORPORATIONS WITH ASSETS
UNDER \$50,000

6.4 %



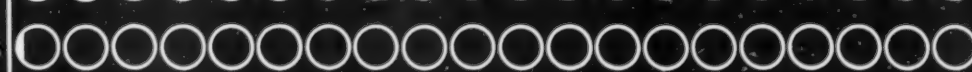
CORPORATIONS WITH ASSETS
BETWEEN \$1,000,000 & \$5,000,000

1.7 %



CORPORATIONS WITH ASSETS
EXCEEDING \$50,000,000

0.5 %



IF INCOMES WERE LIMITED TO \$25,000

IN 1936 THE 55 HIGHEST PAID GENERAL MOTORS EXECUTIVES RECEIVED \$7,750,000, AN AVERAGE OF \$141,000; 0.6% OF NET SALES VOLUME, 2.0% OF TOTAL PAYROLLS..... ASSUME THAT INCOMES WERE TO BE LIMITED TO \$25,000 BY LAW; ASSUME FURTHER THAT EFFICIENCY OF MANAGEMENT WOULD BE AS GREAT. THE BENEFITS DURING 1936 IN THE GENERAL MOTORS ORGANIZATION, IF ANY, MIGHT HAVE BEEN DISTRIBUTED AS FOLLOWS:

PRESENT SYSTEM ○
EACH SYMBOL REPRESENTS \$5

PROPOSED LAW ●

BUYER OF A \$150 REFRIGERATOR
WOULD PAY:



\$150.00

\$149.55



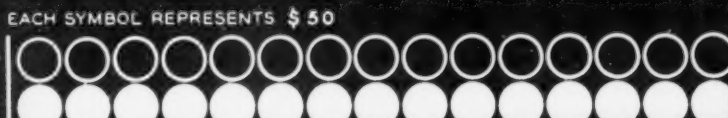
AND

BUYER OF A \$750 CAR
WOULD PAY:



\$750.00

\$747.75



OR

AVERAGE EMPLOYEE
WOULD RECEIVE:



\$1,650

\$1,678



OR

ONE SHARE OF STOCK
WOULD EARN:



\$5.36

\$5.51



AND

GOVERNMENT WOULD GET
IN INCOME TAXES:



\$4,000,000

\$137,500



PICTOGRAPH BY
Sales Management

SOURCES: INTERNAL REVENUE AND G.M. FIGURES:
PICTOGRAPH SUGGESTED BY ARTICLE OF
PROF. R.C. EPSTEIN IN THE ANNALIST, 8/3/36

The Christian Science Monitor is a Local Paper to Merchants in San Diego



Photograph by Fortchild Aerial Surveys, Inc.

SAN DIEGO is one of hundreds of cities in the United States and foreign lands where The Christian Science Monitor is a proved business bringer for local advertisers.

San Diego merchants have learned, as one of them puts it, "that whatever is advertised in the Monitor is never questioned as to its quality, reliability, or dependability." Continuing, he says, "The Monitor is outstanding as an advertising medium, and has brought us many friends and a splendid return for money invested."

Monitor readers are equally responsive to national advertising. We have some facts on this subject that will be shown, gladly, to any interested advertiser of a meritorious product or service.

Name of writer of quotation given on request.

85
Local Advertisers
of San Diego use
The Christian Science
Monitor

THE CHRISTIAN SCIENCE MONITOR

A Daily Newspaper for All the Family

Published by The Christian Science Publishing Society, Boston, Mass.
NEW YORK OFFICE: 500 Fifth Avenue

OTHER BRANCH OFFICES: Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco,
Los Angeles, Seattle London, Paris, Geneva



WHY ADVERTISERS LIKE SELF-SERVICE STORES

SALES COMPARISONS BETWEEN NATIONAL FOOD BRANDS AND COMPETING PRIVATE BRANDS INDICATE THAT SELF-SERVICE STORES ARE AN ANSWER TO NATIONAL ADVERTISERS' PRAYER

CLERK SERVED



RATIO OF
PRIVATE BRANDS

56

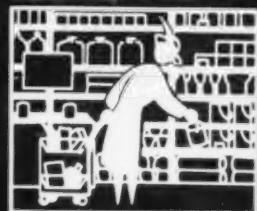


RATIO OF
NATIONALLY
ADVERTISED BRANDS

44



SELF SERVICE



RATIO OF
PRIVATE BRANDS

27



RATIO OF
NATIONALLY
ADVERTISED BRANDS

73



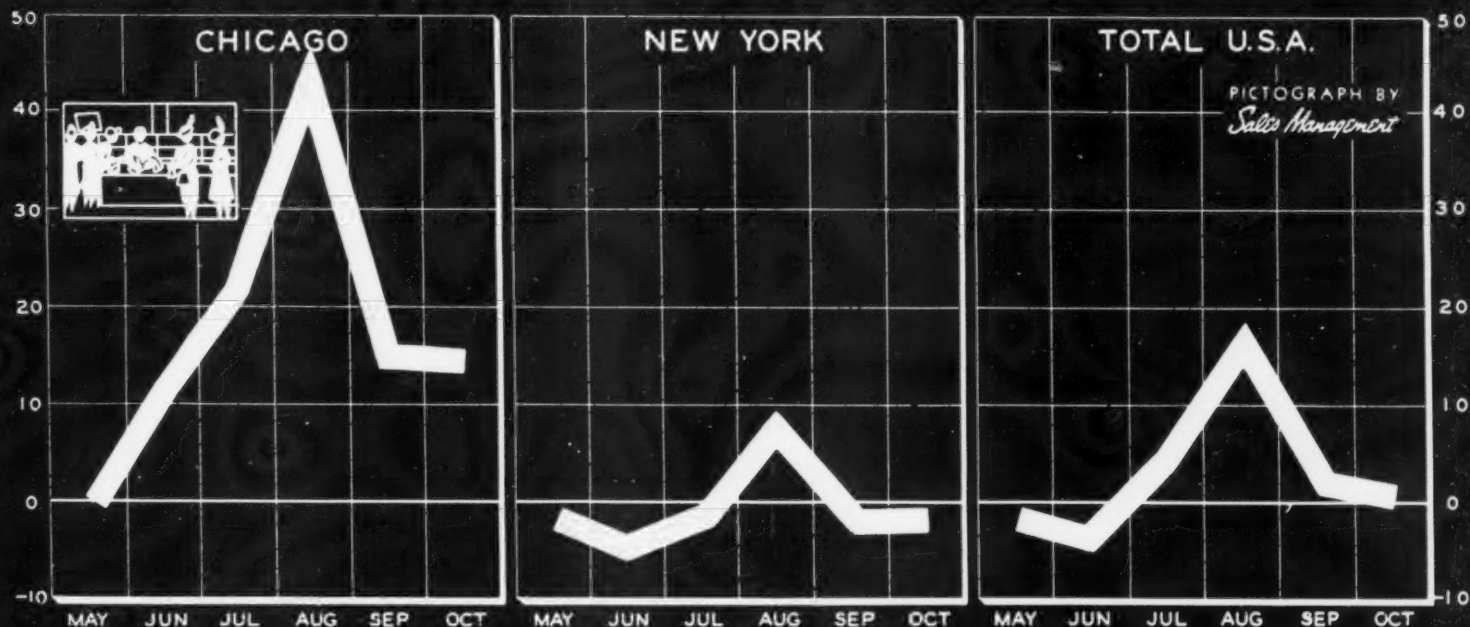
PICTOGRAPH BY
Sales Management

SOURCE: CONFIDENTIAL DATA SECURED BY SALES
MANAGEMENT FROM CHAINS OPERATING BOTH
REGULAR STORES AND SUPER-MARKETS

HOW NEW YORK'S SALES MAY JUMP NEXT YEAR

IF NEW YORK'S WORLD FAIR IS AS SUCCESSFUL AS CHICAGO'S CENTURY OF PROGRESS VISITORS WILL SPEND ONE BILLION DOLLARS, AND RETAIL SALES WILL ZOOM

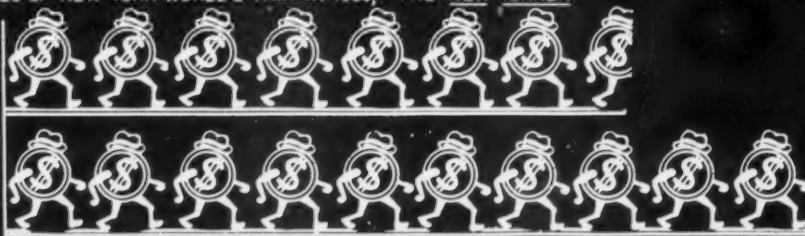
HOW DEPARTMENT STORES FARED DURING THE CHICAGO FAIR IN 1933;
ALL COMPARISONS WITH SAME MONTHS OF 1932



SOURCE: "SALES POSSIBILITIES OF NEW YORK WORLD'S FAIR IN 1939," THE NEW YORKER

OFFICIAL ESTIMATES SHOW
THAT VISITORS TO CHICAGO
FAIR SPENT \$770,000,000

EXPECTED SPENDING OF
NEW YORK VISITORS
\$1,000,000,000



IS ROOSEVELT REALLY SLIPPING?

• What does the voting public say? Have unsuccessful "purges" and that reorganization scheme damaged his popularity? How does he stand today compared to 1936? With an imminent election hinging on Franklin Roosevelt's personal influence, FORTUNE's Survey spotlights politics this month, tests public opinion of the President, his New Deal advisers and critics, gauges the influence of the La Follette Progressives, and stages a popularity contest among oldtime statesmen. (Wait till you see who wins!) Be sure to read page 87 of FORTUNE for October.

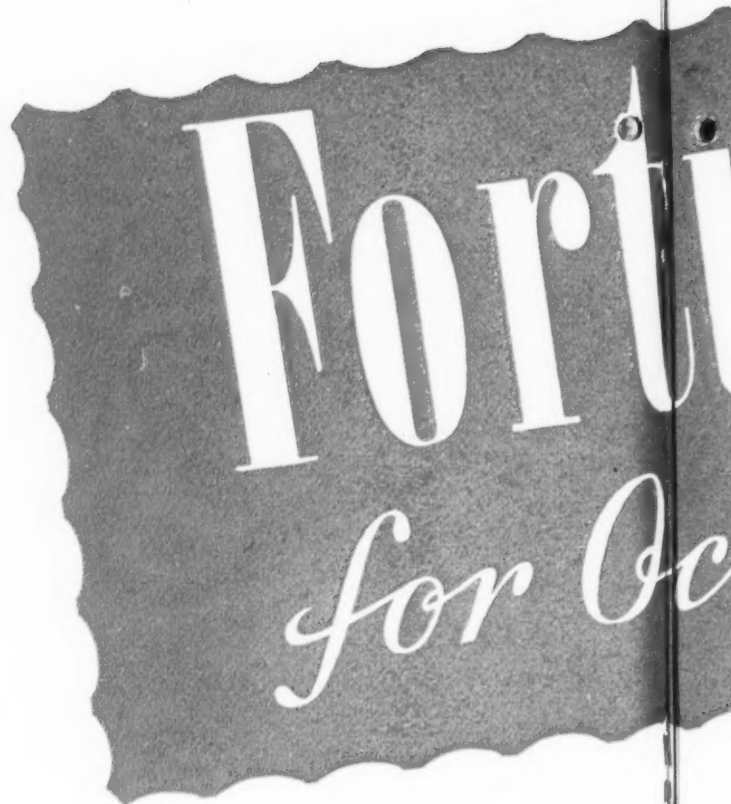
Fortune Survey to be Monthly Feature

• FORTUNE's Survey first proved its technique by predicting Roosevelt's 1936 landslide election within 1% of results. Now the expanded survey will appear as a regular *monthly* feature, will continue and amplify its 3 year service as an accurate barometer of public opinion.



MEET THE LABOR BOARD

• Some business men get profane about it; some don't. The A. F. of L. hates it; the C.I.O. loves it. (Although the A. F. of L. has won more decisions from it than the C.I.O.). It's inconsistent at times; yet actually it may be interpreting one of the simplest laws of the land. No wonder people get purple when they talk about it! What is the dispassionate truth about the most far-reaching labor act in U. S. history? Who are the men on its board? See THE G - - D - - LABOR BOARD. Page 52 of the October FORTUNE.



MEXICO IN REVOLUTION

• What will happen to \$500,000,000 of U. S. capital invested in Mexico? Can Cardenas keep the foreign-owned oil land and mines he seized? Will the Mexican New Deal (climax to twenty-seven years of revolution) succeed despite depression and political uncertainty? Enjoy the Diego Rivera paintings as you read MEXICO IN REVOLUTION on page 75 of FORTUNE for October. It's headline news.



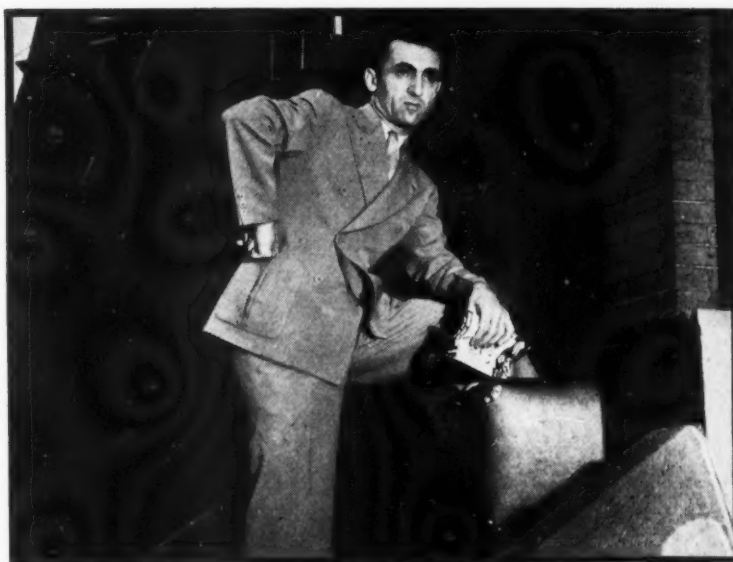
une October



Elizabeth Arden is the Boss

• This frail spitfire is boss of some 17 corporations, 29 beauty salons and 1,000 employees. She's boss of a wholesale business that lists 103 products in 595 sizes and shapes and *still* makes money. And boss is right. Elizabeth Arden hasn't a stockholder or co-director in the world. How does she get women to spend more than \$6,500,000 a year on her expensive products and treatments? You'll have to read "I AM A FAMOUS WOMAN IN THIS INDUSTRY." Page 58.

HOW CAN BUSINESS defend itself against the increasing suspicion of its motives? FORTUNE's October editorial finds that what Business needs today is a whopping public relations' job with Candor the key word. See BUSINESS-AND-GOVERNMENT, page 49.



Your Fuller Brush man, Madam

• Sit in on one of the 35,000,000 sales calls Fuller Brush Men make every year. You'll hear a sales patter that makes you *want* to buy—or at least take the free sample. Because THE FULLER BRUSH COMPANY knows the psychology of selling, knows how to cut prices and commissions and still keep 4,500 salesmen happy and untampted by Relief. Page 69 of FORTUNE this month tells you the story of the "Fine and Dandy Spirit", and how it helped sell \$10,000,000 worth of brushes last year for a net profit of \$208,000.

WHAT IS A STEEL PRICE?

... Take Inland Steel for instance. How does it set prices? What was the effect of Big Steel's elimination of price differential (better known as Judge Gary's umbrella)? Will sales be limited to local buyers? Will new low prices stimulate demand? The steel industry's complicated price-list is explained in simple terms in WHAT IS A STEEL PRICE?, page forty-one of FORTUNE for October.

HOW TO FORECAST BUSINESS

... First allow for a 40% margin of error. Then choose between umpteen different "sure-fire" schemes such as sun-spots, dog licenses and stock market reports. Chances are you'll give up and turn to a mechanical or fundamental forecast. Probably Dow or Skinner or the scrap iron indexes. Which is most reliable? How do they work? What do they say about Business? It's all in FORECASTING BUSINESS, page sixty-six of FORTUNE for October.

NEXT MONTH

... Industrial South ... Saks Fifth Avenue ... Nunn-Bush Shoe Co. ... Energy Sources ... California Packing Co. ... Socialized Medicine.

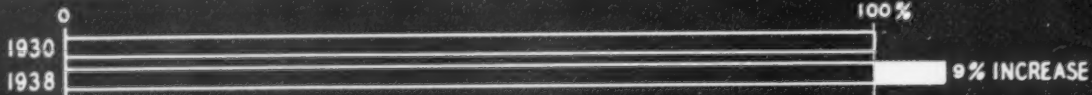
FARM LIVING STANDARDS INCREASE FASTER THAN NET INCOME

CENSUS FIGURES SHOW A "MORE ABUNDANT" FARM LIFE, BUT FUTURE GROWTH WILL BE EVEN GREATER IF INCOME HOLDS UP

BUYING POWER OF TOTAL FARM
INCOME AVERAGED FOR 3 YEARS
PRECEEDING CENSUS DATE

% INCREASE IN FARMS WITH:

ELECTRICITY



PIPED WATER



TELEPHONES



0

RADIOS



114

AUTOS



11

TRUCKS



33

TRACTORS



106

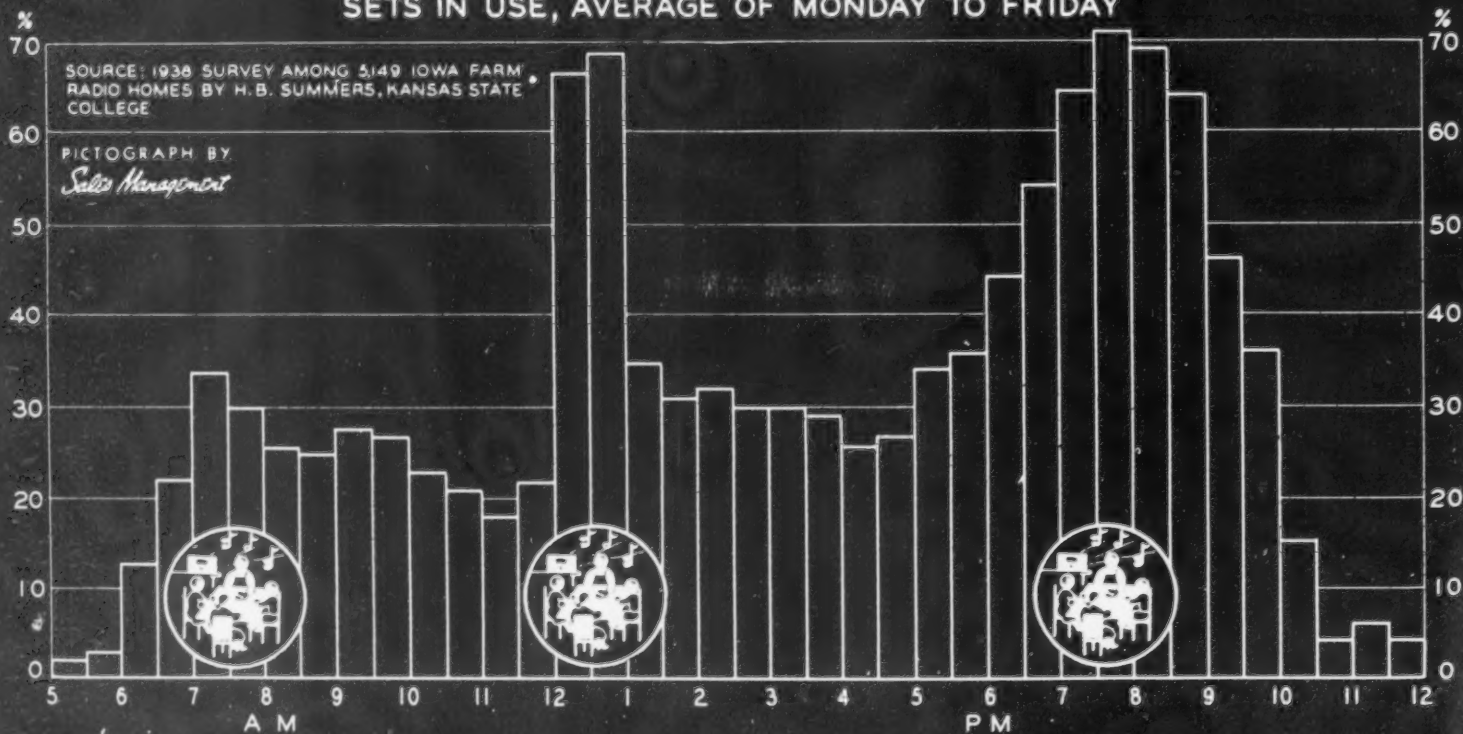


PICTOGRAPH BY
Sales Management

SOURCES: CENSUS IN SELECTED COUNTIES OF 40 STATES,
FARM FACILITIES, 1938 AND 1930, BUREAU OF THE CENSUS;
INCOME ESTIMATES BY COUNTRY HOME.

FARMERS LIKE MUSIC WITH THEIR MEALS

INTENSITY OF LISTENING ON FARMS
SETS IN USE, AVERAGE OF MONDAY TO FRIDAY



SOURCE: 1938 SURVEY AMONG 5,149 IOWA FARM
RADIO HOMES BY H. B. SUMMERS, KANSAS STATE
COLLEGE

PICTOGRAPH BY
Sales Management



Meet Ed Brady,* Legionnaire

Ed is 44 years old and a dentist by profession



A leader in his

community. Successful. He owns his own home



He carries

insurance and is going to take out more, because... Ed is married.

Meet Mrs. Ed



They have two children—Ed Junior, aged 18 and

Janie, aged 16. The old man is "a good provider." Besides food \$\$\$ and

clothing \$\$\$, he is buying a new refrigerator this year and a new living-

room rug



Also amusements



and a vacation for

the whole family



Ed has to buy new tires for the car this year, too, and plenty of gas and oil, because the kids like to go places



Which leaves Ed and Mrs. Ed at home, reading The

American LEGION Magazine



And they read it!

*Multiply Ed Brady's active buying power by 968,062
Legionnaires and you have*

LEGION POWER!

*Name is fictitious. Ed's buying power isn't. Make us prove it.

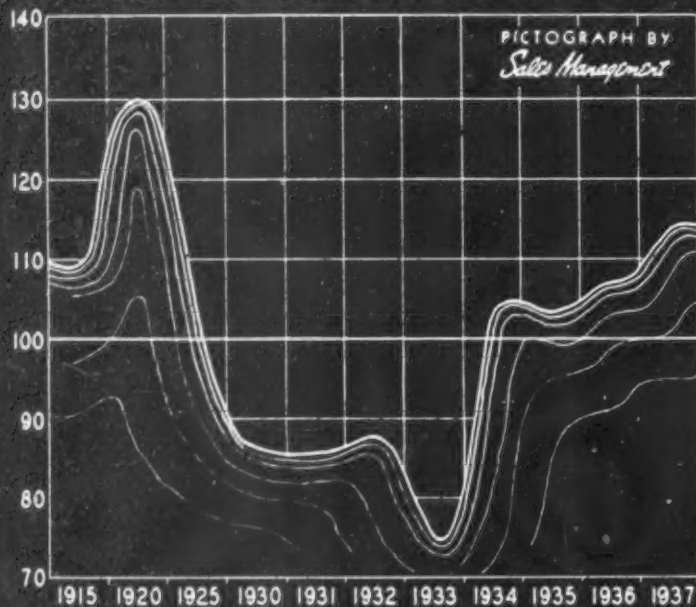
Write for Ross Federal Research Report, May 31, 1938.

THE AMERICAN LEGION MAGAZINE

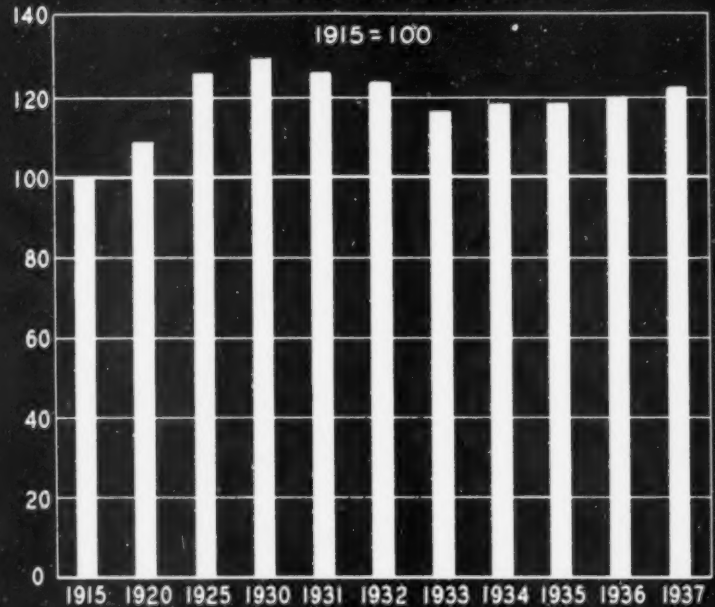
9 ROCKEFELLER PLAZA, NEW YORK CITY

THE EBB AND FLOW OF BUSINESS ENTERPRISES

SOURCE: "BEHIND THE SCENES OF BUSINESS," DUN & BRADSTREET, 1938
RATIO OF NEW TO DISCONTINUED ENTERPRISES



TOTAL CONCERNS IN BUSINESS



FIFTEEN LARGEST INDUSTRIAL CORPORATIONS

EACH UNIT REPRESENTS
\$ 100,000,000
IN ASSETS
AS OF DECEMBER 31, 1937

PICTOGRAPH BY
Sales Management

SOURCE: STANDARD
STATISTICS, INC.

STANDARD OIL CO. OF N.J.



20.6

U.S. STEEL



19.2

GENERAL MOTORS



12.3

SOCONY-VACUUM



9.1

STANDARD OIL CO. OF IND.



7.4

BETHLEHEM STEEL



7.2

FORD MOTOR



7.1

DU PONT DE NEMOURS



7.0

TEXAS CORP.



6.1

STANDARD OIL CO. OF CALIF.



6.0

ANACONDA COPPER



5.9

GULF OIL



5.6

INTERNATIONAL HARVESTER



4.3

SHELL UNION OIL



3.8

GENERAL ELECTRIC



3.8

CATCH 'EM YOUNG AND TRAIN 'EM

PICTOGRAPH BY
Sales Management

YOUNGER PEOPLE ARE IMPORTANT AS CURRENT BUYERS AND ARE AT AN AGE WHEN HABITS AND IDEAS ARE FORMED. AS THEY MOVE INTO HIGHER INCOME BRACKETS THEY CAN BUY MORE OF YOUR PRODUCT

AGE GROUPS

UNDER 30

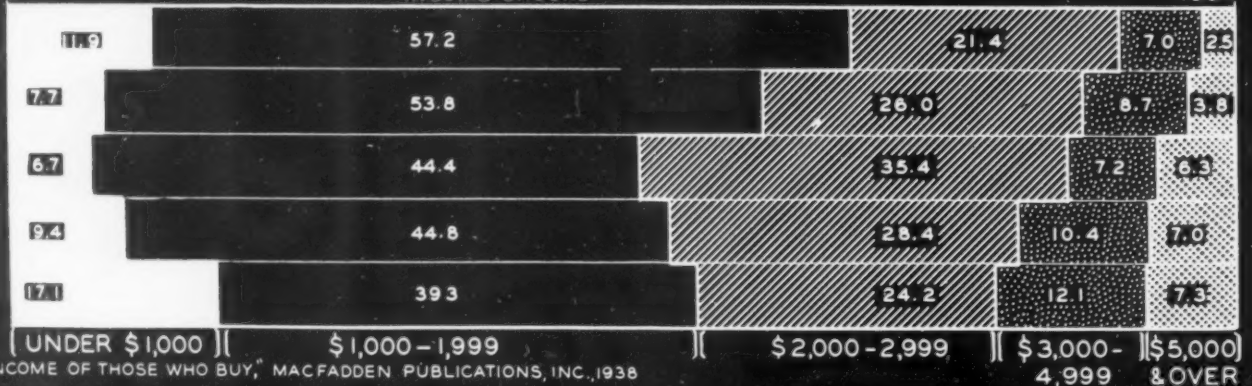
30 TO 34

35 TO 39

40 TO 44

45 AND OVER

INCOME GROUPS



SOURCE: "AGE AND INCOME OF THOSE WHO BUY," MACFADDEN PUBLICATIONS, INC., 1938



ANA Discusses Timely Topics at Annual Hot Springs Meeting

The Association of National Advertisers winds up today a four-day annual meeting at The Homestead, Hot Springs, Va., with both closed and open sessions on topics alive and up to the minute. Headline speakers included members, agency executives, psychologists, and the heads of two Washington bodies whose work directly affects the welfare of national advertisers.

Senator Joseph C. O'Mahoney, head of the so-called Monopoly Investigating Committee, spoke to both members and invited guests on September 30 on where the investigation is heading and what is likely to come out of it. At the luncheon meeting that day James A. Horton, chief examiner of the Federal Trade Commission, discussed what the Commission is going to do with the vastly increased powers over all advertising and selling granted by the Wheeler-Lea amendment. Mr. Horton allowed members to fire questions at him following the completion of his formal talk.

At some of the closed meetings all of the delegates listened to prepared speeches; at others a unique discussion method was devised whereby members sat at small, round tables limited to ten men each, with prepared discussion leaders. The groups were small enough so that delegates were able to get opinions and experiences of fellow members in a way impossible in a general meeting of the more conventional sort.

Agency executives cooperated in making the convention a success. Gilbert Kinney, chairman of the board of the AAAA, and vice-president of the J. Walter Thompson Co., led the agency forces. Richard Compton, of the Compton agency, discussed the accomplishments to date of the Advertising Research Foundation. Chester J. LaRoche, president of Young & Rubicam, spoke at one of the closed meetings.

Copy-testing, which has attracted so much attention and acrimony of late, was given an entire afternoon session, with addresses by Dr. George Gallup, John Caples, S. H. Giellerup, Harold Thomas and Dr. Henry C. Link.

Fawcett Magazines acted as angels for the third annual AdRibbers Club dinner and show, and a new and even more hilarious burlesque of advertising was produced as a March of Time news reel by Time-Fortune, Inc.

OCTOBER 1, 1938.

Advertising Made TROY



The original Vanderheyden Ferry House

To the Public.
THIS evening the Freeholders of the place lately known by VANDER HEYDEN'S or ASHLEY'S FERRY, situate on the east bank of Hudson river, about seven miles above Albany, met for the purpose of establishing a name for the said place; when, by a majority of voices, IT WAS CONSIDERED, that in future, it should be called and known by the name of
TROY.
From its present improved state, and the more pleasing prospect of its popularity, arising from the natural advantages in the Mercantile Line, it may not be too sanguine to expect, at no very distant period, to see TROY, as famous for her Trade and Navigation as many of our first towns.
Troy, 5th January, 1789.

Back in 1720 a stolid Dutch family named Van Der Heyden secured from the Rensselaer manor proprietors title to 490 acres at the head of navigation on the Hudson River.

Little commercial advantage did they see in their holdings. Would-be purchasers of land were turned away. With difficulty were they persuaded to lay out "Vanderheyden's Ferry" into building lots. The ferry they sold to enterprising Capt. Stephen Ashley, from Connecticut.

No love for Dutch names had Ashley and his fellow Yankees. Meeting at his tavern on Jan. 5, 1789, they voted that henceforth the town "should be called and known by the name Troy."

To clinch the name Troy these free-holders advertised their action in the newspapers. Troy, the advertised name, quickly displaced "Vanderheyden's Ferry," the scarcely known.

Today Troy is a major market, for more than 119,324 consumers live within its 3½-mile A.B.C. City Zone radius. Their annual retail expenditures total \$38,896,000.

Advertising to this active audience, getting them to know and demand your product, is exceptionally easy and inexpensive.

The Record Newspapers—the city's sole dailies—reach "everybody" at a single low cost of 12¢ per line. That makes Troy New York State's lowest cost major market!

Use Newspapers First!



J. A. VIGER,
Advertising Manager

**RECENTLY ADDED
SERVICES**

GREATLY

The Spokesman-Review

SPOKANE DAILIES PUSH AHEAD

● In a little over half a century Spokane has grown from a crude pioneer town to a thriving metropolis, while its tributary territory, also, has made phenomenal forward strides.

The Spokesman-Review and Spokane Daily Chronicle have kept pace with the remarkable growth of their field; and today are stepping ahead more vigorously than ever.

Pictures herewith are recently added services and features which have contributed materially to the value of The Spokesman-Review and Chronicle as advertising mediums. Some of these are the developments of the last few months—none more than two or three years old!

One result: Combined circulation of the two dailies, 12 months ending March 31, 1938, was 111,065, highest year's figure in history of A. B. C. audits!



THE SPOKESMAN-REVIEW

SUNDAY

MORNING

SPOKANE,

Combined Circulation OVER 110,000

Advertising Representatives—JOHN B. WOODWARD, Inc.—New York—Chicago—Detroit—Boston—Los Angeles—San

INCREASE POWER OF ADVERTISING IN *and Spokane Daily Chronicle*

SPOKANE MARKET STRIDES FORWARD!

Continued construction of mammoth federal dam and irrigation project at Grand Coulee spells big, steady payroll—is magnet for throngs of tourists.

G. N. Ry. now expending an extra \$250,000 in its Spokane shops. Region's wheat crop 14% above 5-year average output. Apple crop normal while U. S. apple crop is short 85,000,000 bushels. Bumper yields of other crops. Range conditions August 1 best in 5 years says U. S. Dept. of Agriculture.

First 6 months of 1938 showed—Building in Spokane 25.3% greater than 1937—Number of new homes highest since 1929 peak—Postal receipts but 1.9% under 1937—Department store sales dipped only 6%, June 30—Bank Deposits, \$68,425,281, or within \$50,000 of all time high, and number of telephones up 2.7% over June 30, 1937.

NEW MARKET
FACTS

NEW LINOTYPE

HOSPITALITY
CLUB ADS

INLAND EMPIRE
DAYS

NEW CONTESTS

DISPLAY
RACK

PLANNING
your home
OWN YOUR HOME
CAMPAIGN
THE SPOKANEAN REVIEW

NEW COMICS

DE BOTH COOKING
SCHOOL

NEW MONOTYPE

RECIPE LEAFLETS

SATURDAY
SPECIALS

N. Y. HERALD-TRIBUNE
MERCHANDISE SERVICE

EXPANDED
WOMEN
INTERESTS

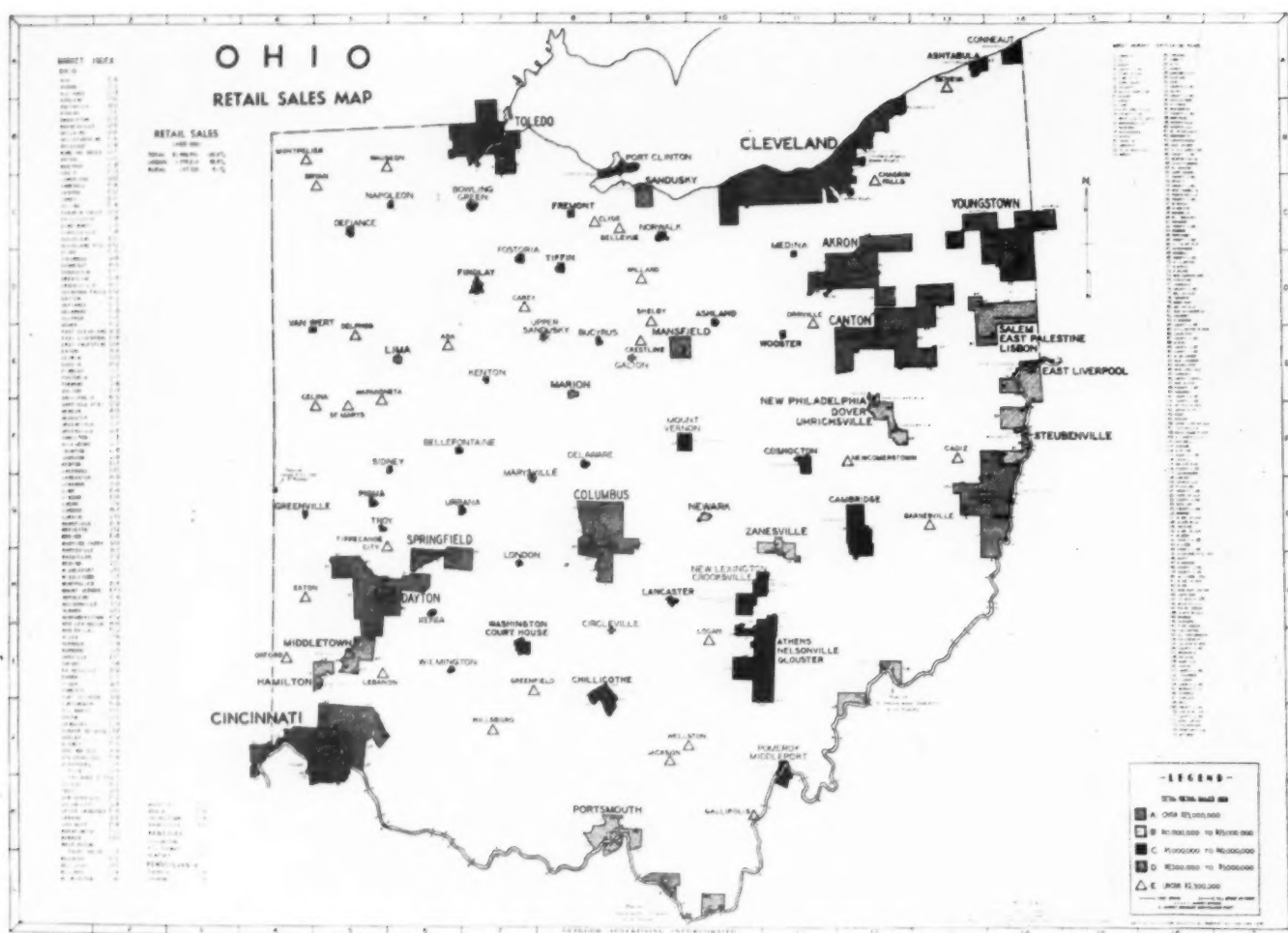
Spokane Daily Chronicle

WASHINGTON

EVENING

NET PAID in Last 12 Months

Francisco—COLOR REPRESENTATIVES—Sunday Spokesman-Review Magazine and Comic Sections—Associated Weekly



No black and white illustration can do justice to the 18" x 26" color maps in "Urban Markets and Retail Sales." The deeply shaded, and largest, areas are those with retail sales over \$25,000,000. From those centers there are four downward

grades, the smallest, marked by a triangle, have sales under \$2,500,000. Highway traffic lanes whose width indicates comparative traffic density are shown in the gray tint background of the original.

New Sales Planning Guide Analyzes 1,901 Urban Markets

UNDER the title, "Urban Markets and Retail Sales," Outdoor Advertising, Inc., has made a new approach to market evaluation in the form of a 212-page book, with both text pages and the three-color state maps 18 by 26 inches.

The new approach is the development of market areas by determining the density of population. The evaluators, under the direction of John E. Brennan, director of market research for O. A. I., started with the municipal boundaries of cities. Then they added all adjacent townships having a minimum density of 100 persons per square mile.

The 1,901 largest markets occupy only 21½% of the land area, yet there we find 65% of our population, 73% of the retail stores, and these stores do in turn 85% of all retail business.

The retail sales per square mile of

territory within the Urban Market Area are \$366,000 against a comparable figure of only \$1,600 outside of these areas.

Mr. Brennan makes no attempt to outline *retail trading areas*. The 65% of the people living in his 1,901 areas are not responsible for all of the 85% of the retail sales. An unknown amount of this business is accounted for by people who come from adjacent rural areas to shop. The degree to which this is true is unknown, but varies according to the product, the geographical location of the market, and its proximity to other markets.

The adjustments required in retail sales figures vary greatly from market to market. There is no constant which may be used as a guide in estimating adjustments, even in cases of cities having approximately equal populations. Savannah, Ga., and Little Rock, Ark., are about the same size.

yet Little Rock requires an adjustment of almost \$6,000,000 in retail sales, due to adjacent thickly-populated townships, while Savannah requires no adjustment at all, due to its isolated position and to the absence of fringe population.

The tabular material includes total retail sales and number of stores for each area, separate breakdowns for four commodities, data on the number of people, age, dominant occupational activities, dominant nationalities, standards of living, climate, hardness of water, and many other facts.

Several years of work and several tens of thousands of dollars were invested by O. A. I. in this study and it ranks as one of the greatest contributions made by any organization to sound marketing. It is a scientific planning guide, and not a promotion piece about outdoor advertising. In fact not a word, not a figure fact, about that medium is to be found on any of the pages.

The volume is priced at \$100. National advertisers and their agencies may examine it by getting in touch with any of the company's offices.

SALES MANAGEMENT



POINT YOUR ADVERTISING AT THIS "BRIGHT SPOT"

Minnesota was a bright spot on the nation's business map for the first half of 1938 and will be equally bright for the remainder of the year and carrying into 1939.

Brookmire Service forecast on consumer income during the last half of 1938 places Minnesota and the two Dakotas as being in second best area in the entire country.

The showing in department store sales by itself marks Minnesota as a very favorable market and one which must have first consideration in any manufacturer's advertising plans for the fall and winter of 1938 and 1939.

We can assure business men that this market will continue as the Bright Spot for those who will sell aggressively.

New Minnesota Business Map folder now available.

Highlights on Minnesota

\$1,280,000,000 total income predicted for 1938, or within 9% of 1937 income.

Sales in Twin City Department Stores through July were 96% of 1937. Sales in 461 Country Department Stores through July were 95% of 1937.

Minnesota ranks 5th in farm income for first six months of 1938.

Twin City family income 50% above U. S. average.

MINNEAPOLIS JOURNAL
MINNEAPOLIS STAR
MINNEAPOLIS TRIBUNE
KSTP

ST. PAUL DISPATCH-PIONEER PRESS

WCCO
WTCN
WDGY

THE FARMER, ST. PAUL

"Miracle-Tuft" Tooth Brush with Synthetic Bristles to Be Announced by Dr. West

AFTER 25 years of laboratory research a synthetic substitute for the hog bristle, commonly used in the manufacture of the better tooth brushes, has been developed. It is the product of du Pont and will be introduced exclusively within a few weeks by Wecco Products Co., Chicago, maker of Dr. West's tooth brush. Its trade name is Exton and it will be used in Dr. West's new Miracle-Tuft brush.

Consumer advertising will start with a double-page spread in four colors in the *Saturday Evening Post* of October 29. This splash will be followed with single pages, also in four colors, in the issues of November 12 and January 14. *Collier's* will carry three full pages, in colors, under the dates of November 5, December 17 and January 28. *Life* will carry two pages, one as of October 31 and the other November 21.

The American Weekly, distributed as a magazine with Sunday newspapers in 21 cities, circulation 7,000,000, will carry a full color page timed to appear when dealer stocks are complete. Thousand-line advertisements will also be run in color roto and regular rotogravure in newspapers in Chicago, New York, Philadelphia, St. Louis, Cincinnati, Kansas City, St. Paul, Denver, Miami, Indianapolis, Louisville, New Orleans, Omaha, Rochester, Chattanooga, Knoxville, Memphis, Dallas, Fort Worth, Des Moines and Birmingham.

The total circulation of all these magazines and newspapers will reach the grand total of approximately 36,000,000! This is held to be the greatest three-months' color advertising campaign in the history of tooth brush manufacture.

In its merchandising campaign the Dr. West organization drops the word "bristles" and substitutes "tuft." In explanation the manufacturer points out that tooth brush bristles come from hogs—a semi-wild, long-legged, curly-tusked swine that roams the cold plains of Siberia, Poland and North China.

Western nations have imported these bristles for hundreds of years and the brush makers have fabricated them into brushes first by hand, in more recent years by high-speed ma-

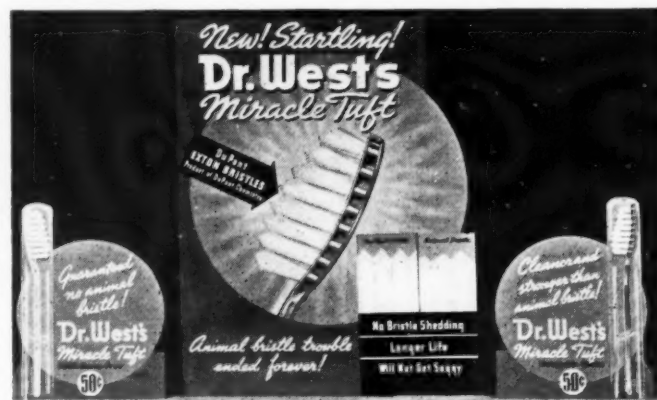
Spurred by war in China and Siberia, source of wild boar's bristles, du Pont's chemists perfected bristles of plastic. Wecco Products will advertise the new brush heavily.

BY

LESTER B. COLBY



Counter cabinet, above, will merchandise the "Miracle-Tuft," and help to work off accumulated stocks of natural bristle brushes at their new reduced prices. The sales-action window display at right is supplied larger dealers. It is lithographed in full color.



chines. Bristles differ widely in quality, depending on point of origin, and uniformity of brushes has always been a problem to the makers.

The synthetic bristle, known as Exton, starts as a plastic mass or batch, like dough, which is extruded through

holes in a contrivance somewhat resembling a sieve. The result is long strings of Exton which emerge much like spaghetti. Diameter and stiffness are both under control and it can be made according to specifications.

Unlike the animal bristle it will not split and is impervious to water. For this reason it does not become soggy or spongy and so does not lose its springiness. Tests, it is claimed, show that a brush will outwear two made of ordinary bristles.

The marketing strategy in the introduction of the new brush has been carefully worked out by the Wecco Products Co. It is estimated that dealers now have on their shelves between 2,000,000 and 3,000,000 tooth brushes bearing the Dr. West name. These, the moment the new brush comes on the market, will be more or less obsolete.

In order that the trade will not be forced to take heavy losses the Wecco company proposes to take them all back, substituting in their place, brush for brush, the new type tooth brush. Dr. West's brush, under the Fair Trade Act, has sold for 50 cents with a fair trade minimum of 47 cents.

The new brush will retail for 50 cents and the old-style brush, after being repackaged, will be returned to the regular trade channels to be retailed at 35 cents with a 33-cent minimum. The new brush will be sold in glass and the old in cardboard containers, side by side.

Dr. West's Waterproofed tooth brush, according to the A. C. Nielsen Drug Index, has been the market leader for years and in 1937 exceeded the dollar volume of its nearest competitor by 70%. In second place, according to the Index, is Prophylactic, oldest in the field and for a long time

the leader, with Tek, a comparative newcomer, in third place, close behind.

These brushes have recently been priced somewhat under the Dr. West brush and the present Wecco maneuver challenges them, and others, in their lower priced field. In fact, it is

SALES MANAGEMENT

pointed out, they are faced with meeting at a lower price a brush that has outsold them at a higher price.

The plan for launching the Miracle-Tuft brush is simple. The company has set up a one-gross deal which provides the dealer a 40% discount from the 50-cent selling price. The wholesaler will receive a 16⅔% discount on the sale of the deal to the dealer.

The deal will be sold to large chain and department stores by the company's own sales organization of 40 men. It will be sold to independent retailers largely through the efforts of 1,500 wholesale drug salesmen with whom meetings are now being held and who will soon contact their retail customers armed with portfolios which tell the whole story.

Retail druggists who buy the deal are offered an attractive counter display cabinet and a sparkling electric flasher lithographed window display. Thus the retailer not only gets his 12-dozen brushes but the machinery for moving them to the consumer. In making the exchange of the old brush for the new the job will be routed back through the wholesalers. A smaller deal, also carrying an exchange privilege, is provided for the retail dealer whose trade or capital does not justify the one-gross investment.

Is It "Too Good"?

Whenever a product that promises longer life enters any market there instantly arises the question of the eventual shrinkage in dollar turnover. It is safe to say that this thought has entered the minds of Dr. West executives. There might, easily, be a lost volume if the product is "too good." The problem of the greater mileage in the new tooth brush is no exception.

Spot tests have been made placing Dr. West's brushes, one in glass at 50 cents and the other in cardboard at 33 and 35 cents, side by side in stores. The verdict is that the lower priced brush does not "steal" sales from the other but instead taps a new and lower level in the market. This to a considerable measure solves the company's immediate problem.

Dr. West, by arrangement with du Pont, has a monopoly on the Exton product and so, while alone in the new field with its synthetic tuft, may if it so wishes continue in the natural bristle trade at highly competitive prices.

By its exchange strategy Dr. West executives feel that they have rescued, also, its multitude of dealers from the necessity of unloading their stocks at a loss. It also halts the pine-boards who might have thrown the old brushes on the market as loss-leaders.

OCTOBER 1, 1938



Photograph by Anton Bruehl

YOUR LETTERHEAD

Broadcasts

YOUR BUSINESS PRESTIGE

The Columbia Broadcasting System has the same policy about letterheads that they have in their programs. They use *both* to register quality impressions.

C.B.S. has won millions of loyal listeners, built the largest network in the world, with the best in radio talent. They chose a Strathmore paper for their letterhead because it is expressive of "quality" and leadership.

Your letterhead broadcasts *you* in every letter you write. It registers your reputation. Yet when you write a letter on STRATHMORE BOND it costs less than 1% more than the same letter written on the cheapest paper you might buy. And on STRATHMORE PARCHMENT, as fine a paper as can be made, it costs only 2.9% more. At so little difference in cost, such extra effectiveness is true economy.

* * *

THE STRATHMORE BUSINESS PERSONALITY CHECK LIST shows all the ways in which a business is seen and judged by its public, gives all the *appearance factors* important to *your* business. Write on your business letterhead for this check list. Dept. SM7, STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS.

STRATHMORE

MAKERS
OF FINE
PAPERS

SALESMEN REPORT

"BUSINESS



With 103,000 paid subscribers and more than 270,000 pass-along readers, BUSINESS WEEK reaches more executives per advertising dollar than any other publication.

**"I do feel that...there is a tendency toward greater customer acceptance of our products."*

**"I quite often use your magazine, opened at our advertisement, as a calling card."*

*"I am very much in accord with our company's advertising policy insofar as BUSINESS WEEK is concerned and feel sure that you are doing us a considerable amount of good."

*"I know of no other business magazine that would do the job more effectively."

*"I see more BUSINESS WEEKS on customers' and prospects' desks than any other magazine, business or otherwise. There is very little question but that —'s advertising in BUSINESS WEEK is about the best advertising they do."

WEEK

Gets Results"

Read these letters from men who have to "say it with orders"

- Many salesmen have written to tell us how BUSINESS WEEK helps them in their work. We present here a few typical excerpts from their letters.*
- Such testimony from salesmen, is evidence that advertising, when directed to the *right people* in the *right place*, does help salesmen sell.

* Names on request.

For sales

A MCGRAW-HILL

ADVERTISE IN

BUSINESS

PUBLICATION

WEEK

The Executive's Business Paper • 330 W. 42nd St.



New York, N.Y.

1938 Effective Buying Income

STATE	Monthly Income Ratio July, 1938 % of July, 1937	Year-to-date Ratio January-July as % of same 1937 period	Effective Buying Income Per Family Current Annual Basis	Families (in thousands)
Connecticut	75.4	75.6	\$2,389	388.7
Maine	81.2	77.5	1,779	197.8
Massachusetts	79.8	81.0	2,502	1,021.2
New Hampshire	78.2	79.3	1,887	119.3
Rhode Island	85.2	83.3	2,467	165.3
Vermont	83.8	83.3	2,056	89.2
New England	79.3	79.5	2,340	1,981.5
New Jersey	85.4	86.9	2,487	985.7
New York	83.4	85.2	2,898	3,153.1
Pennsylvania	72.1	77.4	2,091	2,235.6
Middle Atlantic	80.1	83.0	2,550	6,374.4
Illinois	79.1	84.2	2,126	1,929.4
Indiana	71.2	74.0	1,534	843.1
Michigan	60.2	64.8	1,875	1,180.6
Ohio	71.3	73.5	1,901	1,897.9
Wisconsin	82.3	85.2	2,142	711.8
East North Central	73.1	76.8	1,953	6,362.8
Iowa	94.4	94.7	1,971	635.7
Kansas	76.9	87.7	1,594	487.2
Minnesota	91.1	93.2	2,368	606.5
Missouri	85.6	88.8	1,872	939.5
Nebraska	91.9	90.5	1,804	343.0
North Dakota	94.7	95.5	1,866	145.0
South Dakota	111.7	105.0	1,853	161.0
West North Central	88.3	91.8	1,894	3,317.9
Delaware	81.1	84.0	2,282	59.1
District of Columbia	98.8	100.2	3,794	125.6
Florida	91.1	89.2	1,812	376.4
Georgia	87.3	82.5	1,245	652.8
Maryland	82.2	85.9	2,259	385.2
North Carolina	89.6	86.4	1,335	644.0
South Carolina	84.3	82.3	1,067	365.7
Virginia	88.2	87.3	1,530	529.1
West Virginia	74.9	75.7	1,354	373.9
South Atlantic	86.3	88.0	1,583	3,511.8
Alabama	75.5	81.8	915	591.6
Kentucky	82.3	84.4	1,208	609.4
Mississippi	83.1	85.8	659	471.7
Tennessee	82.4	85.3	1,365	600.6
East South Central	80.7	84.2	1,058	2,273.3
Arkansas	87.2	89.5	1,036	438.6
Louisiana	91.3	93.2	1,354	485.4
Oklahoma	84.2	92.4	1,623	564.2
Texas	93.9	97.8	2,123	1,380.1
West South Central	90.8	95.2	1,725	2,868.3
Arizona	70.6	84.1	1,970	106.0
Colorado	84.2	84.1	1,806	267.3
Idaho	79.6	81.2	1,989	108.1
Montana	69.7	78.1	1,956	136.2
Nevada	88.1	94.4	2,744	25.5
New Mexico	84.7	86.7	1,571	98.5
Utah	82.7	87.5	2,070	115.9
Wyoming	85.8	89.7	2,502	56.9
Mountain	79.7	84.1	1,943	914.4
California	85.4	90.0	2,604	1,610.1
Oregon	80.3	87.5	2,113	266.3
Washington	80.8	85.4	2,243	423.8
Pacific	84.2	89.0	2,471	2,300.2
U. S. A.	81.1	84.0	2,009	29,904.6

Income Drop Halted; One-Half of States Make Better Showing

The ten-month drop in effective buying income slowed down to a walk in July, with many states making a better comparison with 1937 in July than in June, and 11 showed such a pick-up as to reverse the year-to-date trend.

These 24 states made a better showing in the month of July comparison than in June (each 1938 month is compared with the corresponding 1937 month): Connecticut, Maine, New Hampshire, Massachusetts, Rhode Island, Vermont (in other words, *all* of the New England states); New Jersey, New York; Wisconsin; Iowa, Minnesota, Nebraska, South Dakota; Delaware, Florida, Georgia, Maryland, North Carolina, West Virginia; Kentucky, Tennessee; Louisiana; Colorado; Washington.

By sections, the most uniform improvement occurred in New England, Middle Atlantic, South Atlantic and West North Central.

These Run Against Trend

The 11 states whose seven-months' showing made a better comparison with 1937 than the six-months' showing are: Connecticut, Maine, New Hampshire, Nebraska, South Dakota, Florida, Georgia, North Carolina, South Carolina, Colorado, and Nevada.

The U. S. A. seven-months' percentage drop was slight, with January-July showing 84.0, as against 84.5 for January-June. Income per family dropped from \$2,021 to \$2,009.

Readers who check the tabular figures back against those printed September 1 may discover a seeming paradox. For those curious ones we offer this explanation: In some states the July-over-July percentage figure is greater than for June-over-June, but the cumulative year-to-date figure nevertheless shows a decline from the previous report. The reason for this is that the July month percentage must be larger than the six-months cumulative in order to make the seven-months cumulative show an increase.

In certain other states the single month percentage (July) is smaller than the June figure, but the year-to-date shows an advance. In such cases the July figure, although smaller than June, is larger than the six-months percentage figure, and this causes the seven-months figure to show a gain.

WHERE DO YOU FIND TODAY'S VOLUME MARKET?

RIGHT HERE

suburban: Characteristic of life in the suburbs. **suburb:** An outlying part of a city or town; a smaller place adjacent to a city; the residential region, or district, on the outskirts of any city or town.

— Webster's New International Dictionary (Unabridged)

IN THE DICTIONARY, of all places! When you put your index finger on that word *suburban* you have found the market-index to Big Business. You have found the magic word that unlocks Today's Volume Market.

Remember, too, that *suburban* (in its real sales-sense) isn't limited by geography. It isn't *where* they live... but *how* they live... that makes a family *suburban*. But wherever you find them, you find the *same* mode of life; the *same* passion for home-ownership; the *same* dominating love of home, garden, children and all that goes with it; the *same* reading, buying and consuming habits!

Better Homes & Gardens is the garden gateway to The Suburbanites of America. It brings your story home to 1,850,000 above-average families who

lead this *suburban* mode of life... in the residential and suburban areas of towns and cities of *all* sizes. Here is a magazine that is all-home and all-service; a big book that offers you a big market of big users... the BIGGEST Suburban Home Market in America!

Meredith Publishing Company, Des Moines.



BETTER HOMES & GARDENS

REACHING 1,850,000* FAMILIES
AMERICA'S BIGGEST HOME MARKET

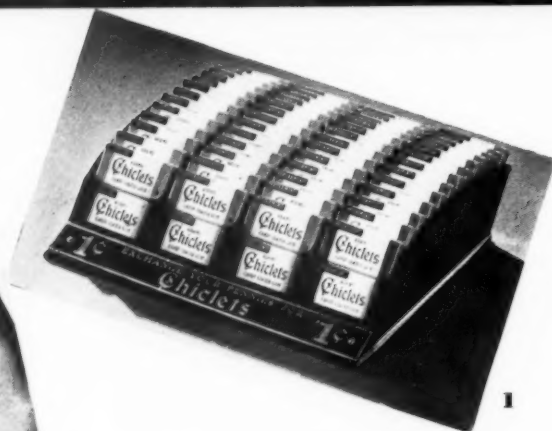
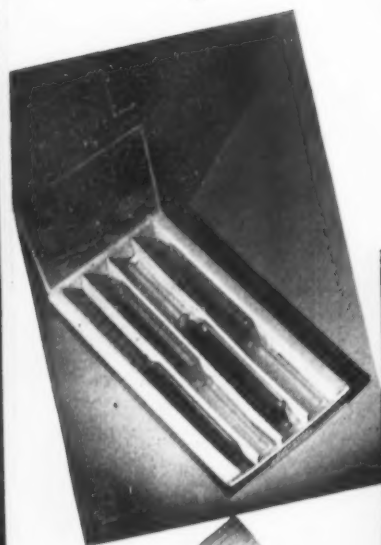
* EFFECTIVE MARCH, 1959 ISSUE

3

2

1

Designing to Sell



4b

4a



5

6



1. Penny-Wise Promotion: American Chiclet Co. had good luck with its penny-catching Bakelite molded counter display stand last year, so now the company is distributing a new model. The stand is designed to occupy front position on the retail counter without obstructing view of merchandise behind it and holds four rows of packages set-up in "steps" so that top packages are visible. Designed by Fred C. Meacham and molded by Northern Industrial Chemical Co.

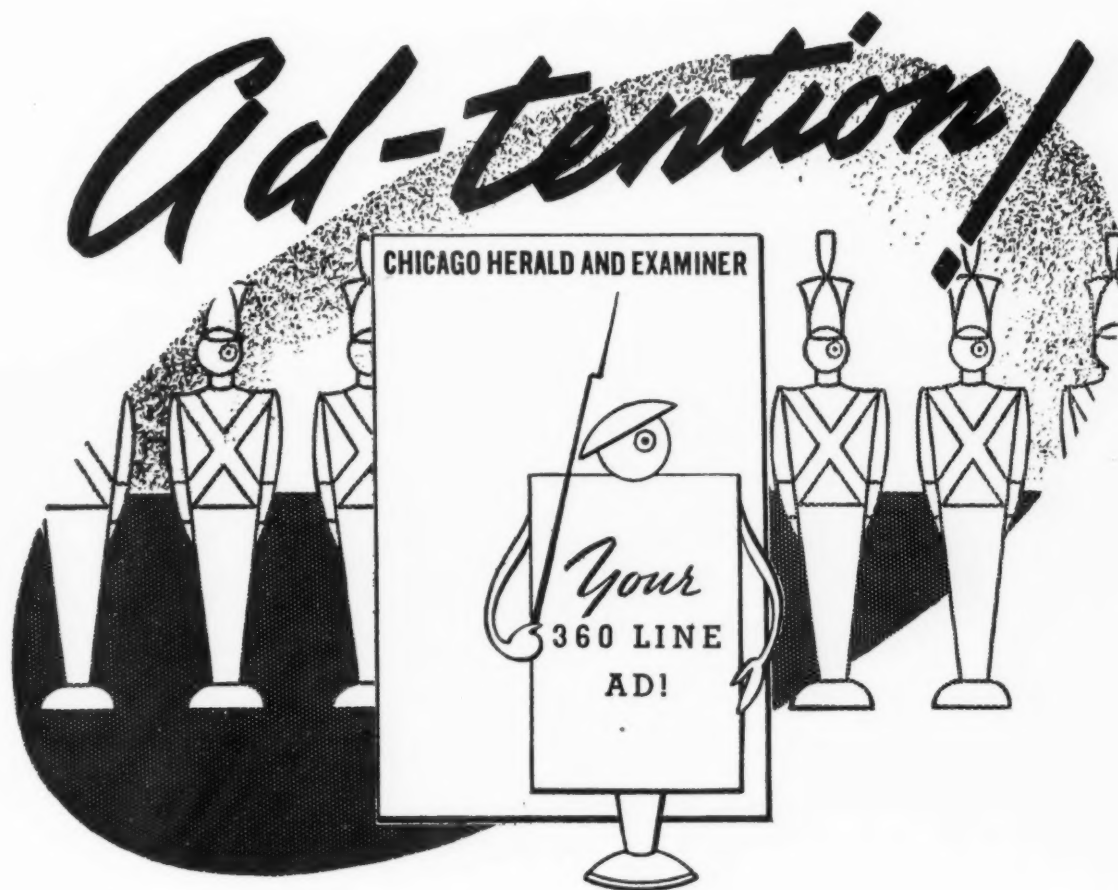
2. For Tidy Pocketbookers: For those of the fair sex who like to keep pocketbooks free from cigarette tobacco, Rathburn Molding Corp. offers the Snapbox. It holds a package of 20 cigarettes, and the snap hinge keeps the lid tightly closed. The box is molded in antique ivory Bakelite with a gay colored cover.

3. Coolers: Cavalier Glass Mfg. Co., New York, is packaging four Cool Stirs in a display box designed by Robert Gair Co. and produced by Eastman State Cartons. Stirs are glass tubes filled with colored liquid (pure food coloring is used) which, after being placed in a refrigerator to freeze, are used for cooling drinks without diluting or impairing the flavor. These come with handles for stirring and in a variety of colors to match or give color to beverages.

4. Speaking of Office Equipment: The modern tycoon may have his choice of whether he wants to be the man behind the glass desk or the steel desk. Pittsburgh Plate Glass offers the first (4b) with a desk made of three huge sheets of plate glass, each $\frac{3}{4}$ " thick, combined with white leather drawer sections. Center glass section is topped with a sheet of black, opaque carrara glass. Corry-Jamestown, on the other hand, says it will be the Steel Age Desk (4a) which has no legs but instead is supported by "pontoons." This piece is finished in gun-metal with satin aluminum hardware to harmonize.

5. Come Along Little Doggie: Old Trusty Dog Food Co. "knows" that with dogs, as with people, variety is the spice of life. So to please the palate of even the most pampered pets, Old Trusty is packaging an assortment of dog biscuits in a new carton, designed by Robert Gair Co. Four varieties, from small nuggets to large square crackers—all with different flavors—are in the box.

6. Hot Cup: Ready in a jiffy to serve hot canned soups, hot milk, cocoa, baby's bottle or Tom & Jerry's is the Helmco Heet-up, designed for Helmco Sales, Chicago, by Barnes & Rienecke. Made of heavy-gauge brass spinings hermetically sealed, it is thermostatically controlled and has a heat-resistant Bakelite handle. Says Helmco, "The Heet-up is something no appetite-respecting housewife should be without."



IN THE ONLY MORNING TABLOID IN CHICAGO

With its appearance on Labor Day, the Herald and Examiner became the only morning newspaper in Chicago to offer the acknowledged benefits of tabloid size—greater ad-tention value—lower ad rates. With a rate of only 40c per line, national advertisers secure a superb value in the nearly-400,000 circulation.

HERALD AND EXAMINER

Chicago's NEWSpaper

National Representatives
TABLOID NEWSPAPER ADVERTISING SERVICE
Walter Rompel, General Manager

New York City 235 East 45th Street	Detroit, Michigan . . 7-245 General Motors Building
Chicago, Illinois . . . 333 North Michigan Avenue	San Francisco, California . . . 681 Market Street

Designing to Sell

7. Autumn Duo: Fall is here and that means tweeds, so Lenthéric has matched up its tweed-patterned double vanity with a swivel lipstick case, also decorated in the tweed design. The pair may be bought separately or in gift-box combination.

8. No Longer a Trio: National Brands Stores, Inc., has introduced a new brand of coffee, Del Haven, to bring its total up to a quartet of blends: Freshway, Leadway, Parade and Del Haven. The new coffee will retail for approximately 25 cents a pound and will be distributed through National Brands' 418 jobbers who serve 24,000 stores from coast to coast. Del Haven is an all-purpose grind of coffee, packed in a vacuum-sealed can.

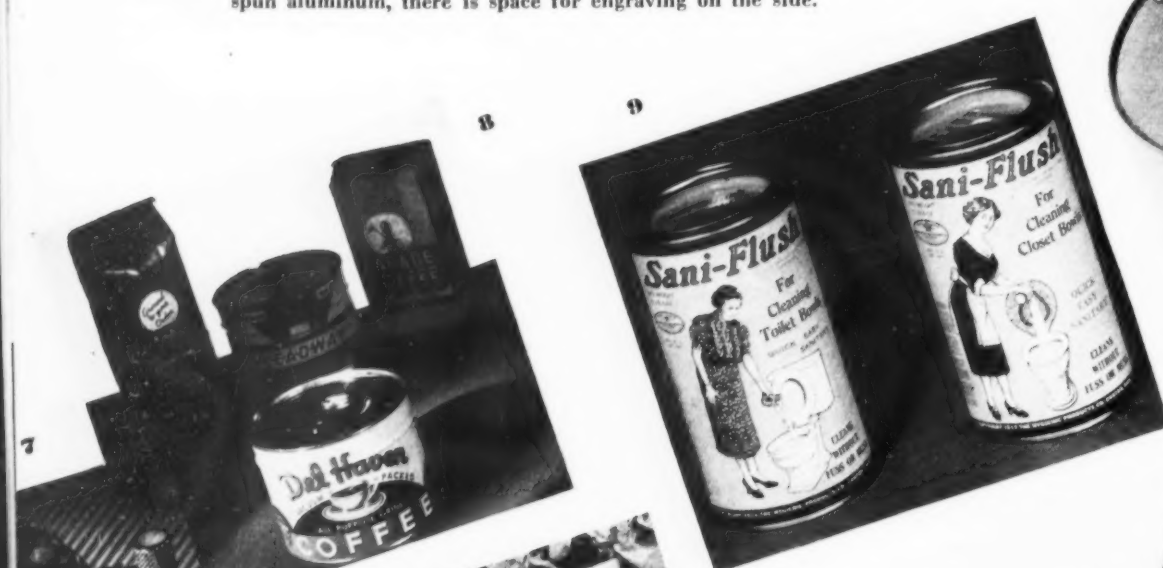
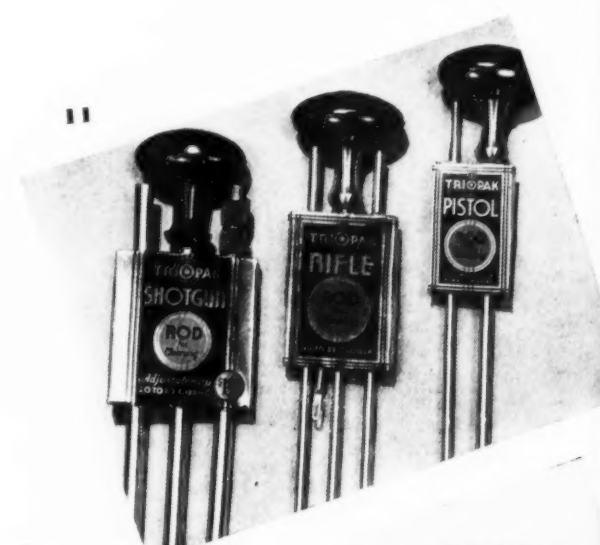
9. Modern Dress: Illustrating the changes which less than two decades have brought in feminine figure and clothes and in bathroom equipment are the Hygienic Products Co.'s new Sani-Flush can (left) and the old can that has been used since 1920 (right). There's little change of copy or type in the new can which uses the same color scheme of blue and yellow with red lettering as the old one.

10. Tipnot: This new non-tipping baby dish has just been put on the market by Walbridge & Co., Detroit. Junior using it will either have to eat his food or just look at it, for the dish can't be thrown on the floor or moved. Rubber suction cups hold it in place. Made of stainless steel, the Tipnot will adhere to any smooth surface, such as high chair or table.

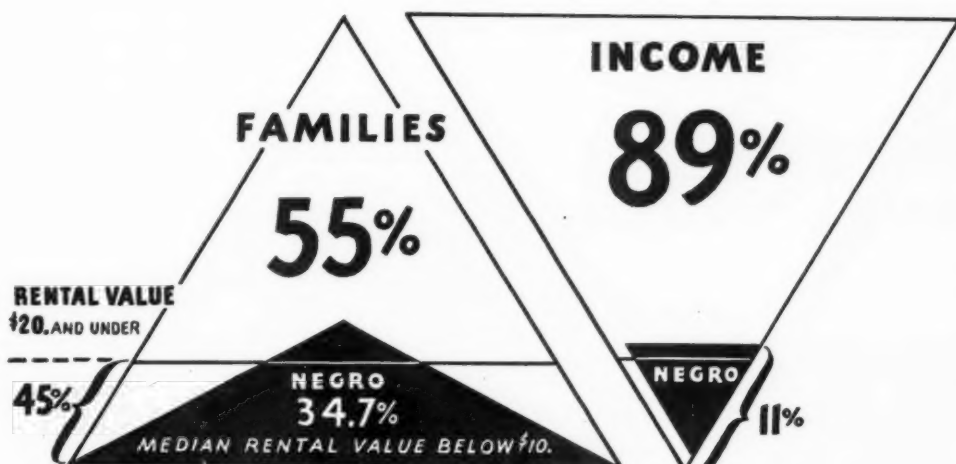
11. Triple Shot: Radial and thrust ball bearing swivels, enclosed in Durez plastic handles, feature the new rifle, pistol and shot gun cleaners just introduced by Tri-Pack Gun Kit, Inc., San Francisco. Cleaning rods are made of Duralumin with machine shoulder type joints. On the shot-gun rod are adjustable cleaning tip and rubber bumper to protect fingers.

12. Double Duty: The York sauce server, says Kensington, Inc., manufacturers, "is the graceful solution to the problem of serving lemon-and-butter sauce, hot and sweet sauces and other dressings difficult to handle." On festive occasions, the York will also double as a punch ladle. Made of spun aluminum, there is space for engraving on the side.

13. Smooth Typing Ahead: Onnie Mankki, Designers for Industry, Inc., was the design consultant on the L. C. Smith & Corona job of redesigning their typewriters to give a more clean-cut appearance and eliminate projecting parts. More finger room is provided for the top row of keys, and the machine gives a streamlined appearance with its smooth top deck and sides.



Economic Problem No. 1 *for Advertisers Selling the Southeast*



Average income per family in the Southeast is low because such figures include the negro families, one-third of the total. 94% of the negro families have an admittedly low income. When the proper adjustment is made for this group and tenant class farmers, average income per white family (including about 6% negro families) will be found to compare favorably with average income per family in any other section of the country.

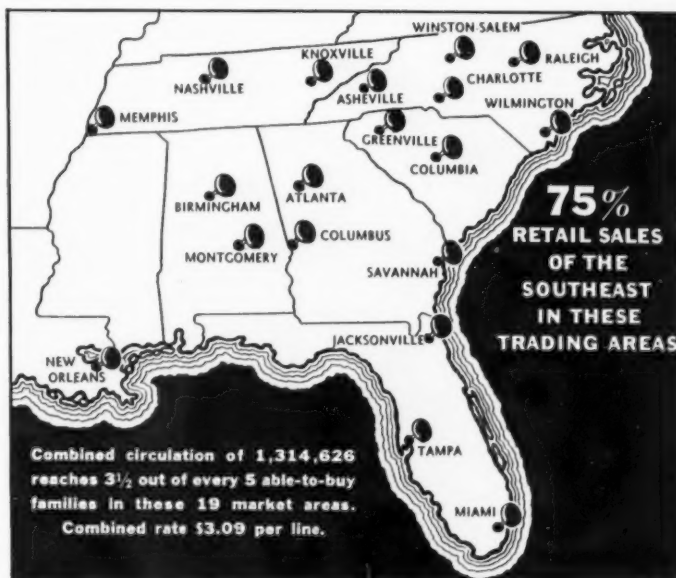
19 MARKET AREAS PRODUCE 75% RETAIL SALES

The only true way to analyze the Southeast as a market for your product is to forget average statistics per family—eliminate low income groups, such as a large percentage of the negro population, and the tenant farm class, and concentrate your sales in those markets where purchasing power per white family is greater than the National average per family.

These 19 markets, together with their trading areas constitute one of the richest sales opportunities in the Nation. In these market areas is concentrated 75% of the total retail sales for the Southeastern territory. Any National sales map will disclose that business is relatively better in these market areas than most other sections of the country.

These are the markets where the wealth and buying power of the Southeast are concentrated. These are the easy-to-reach markets, economically and dominantly covered by the daily newspaper list herewith. These leading daily newspapers cover 3½ out of every 5 able-to-buy families. In these 19 market areas no other form of media carries your message into the homes of so many families with money to spend at the low cost offered by these leading daily newspapers.

Further information and market data covering each individual market area gladly furnished upon request.



The Asheville Citizen-Times
The Charlotte Observer
The Winston-Salem Journal-Twin City Sentinel
The Raleigh News & Observer
The Wilmington Star-News
The Greenville News-Piedmont
The State, Columbia, S. C.
The Atlanta Constitution
The Savannah News-Press
The Columbus Ledger-Enquirer
The Birmingham News & Age-Herald

The Montgomery Advertiser
The Knoxville Journal
The Nashville Banner
The Nashville Tennessean
The Memphis Commercial Appeal
The Times-Picayune-New Orleans States
Florida Times-Union, Jacksonville, Fla.
The Miami Herald
The Tampa Tribune

USE DAILY NEWSPAPERS TO SELL THE SOUTHEAST

OCTOBER 1, 1938

[59]

Highlights from the Seventh Internat'l Management Congress

Washington, D. C., September 19-23

BY LEWIS H. BROWN
President, Johns-Manville Corp.

Once we are agreed upon our true objectives as a nation, unity of action will bring lasting business recovery. Without business recovery based upon sound national policies, there can be no stability, no security—nor can liberty itself be long preserved.

Business in this country has never been what it could be and never what it yet will be. . . . Business, Labor, Government and Agriculture working hand in hand can provide jobs and the opportunity for all to work for security without loss of our liberty and rights as free men.

BY NILS A. STERNER
L. M. Ericsson Telephone Co., Stockholm, Sweden

Authority and discipline, loyalty and common sense are good driving forces, but there exists no better driving force than the personal economic advantage.

Industrialists are in the habit of spending much money on sales activities and of giving every kind of financial facility to their clients in good times. In bad times their custom is to be very careful, as they call it, in spending money and in allowing credit facilities. The result of this policy is that the variation in the production of their own factory becomes more than proportional to the variation in business as a whole.

This aggravation of the waves of business activity is, of course, very detrimental to profits. The policy mentioned, however, has one advantage. It makes it easier for other industrialists, following the reverse policy, to get their production variations smaller in proportion to the average amplitudes of business activity!

BY A. W. ROBERTSON
Chairman, Westinghouse Electric & Mfg. Co.

Free enterprise . . . is the one thing which stands between us and a stale, flat, unhappy world of universal regimentation and individual conformity to a single pattern.

Management might properly be taken to task for making too little money, not too much. I am surprised the stockholders do not form a union to demand a greater return. Perhaps they need only a John L. Lewis to arouse them. In any case, a lucrative reward awaits some enterprising person as president of the International Stockholders Protective Union. The I. S. P. U. might serve a useful purpose by presenting comprehensive demands for a greater share of the income of business to offset the insistent demands of other groups.

The salaries of top management in the average company are less than 1% of the payroll, and who would not pay this for good management? For the 1% of the payroll, the enterprise is successful and the consumer gets goods he wants, labor is employed and the owners are recompensed.

Management should be able to plan its work so that improvements, major repairs and expansion are done in periods of depression when labor might otherwise be unemployed. This means that private enterprise must have sufficient funds to carry it through depressions with confidence.

BY HON. DANIEL C. ROPER
U. S. Secretary of Commerce

It is a function of good management to cooperate with the Government in exposing and eliminating racketeering, unfair trade practices and unethical conduct in all forms. The need is for rules that all understand and the concentration of thought and energy on constructive procedures for building business and not in conspiring to take advantage of technicalities that disrupt the competitive system. The ability of an executive should be measured by his capacity to create products and markets, rather than to restrict them for selfish purposes. It is fundamental to the success of the capitalistic system that equal opportunity be maintained in our economic life. This is possible only where there is a free field for competition and where freedom to choose what we prefer establishes the relative value of goods and services. Business problems are solved soundly only when solved in the interest of all, including the consumer. This presupposes that management will be prompt to coordinate the effects of technological developments and the interests of the consumer to the end that benefits from improved methods are not unduly restrained.

BY OSWALD W. KNAUTH
President, Associated Dry Goods Corp.

Certain trends seem clear. We are moving out of large cities into smaller communities. Automobiles, buses and good roads have lessened the number of isolated dwellings and communities. We have fewer large fortunes, whatever may be the status of medium-sized incomes. Wages are tending towards a larger share of the national income than in the past. Government income, taken from the community through taxes and distributed to officials in relatively small amounts, is on the increase. The tendency towards greater national and per capita income which had been characteristic of the past century has definitely come to an end, and we are either on a level or on a downward trend. We are increasingly mass-minded, so that fads sweep the country.

All of this will mean a decreased importance of the specialty store; an increase in chain distribution, unless hampering legislation intervenes with artificial restrictions; a lessening of direct-by-mail, either from factory or from a distribution center; an increase in the importance of large department stores at central points having a wide selection of medium-priced goods; a lessening of the importance of location; a decreasing demand for service.

There is no single level of prices for any article which can be worked out beforehand and theoretically. The most amazing changes in demand frequently take place with a relatively small change in price level, which just brings the article within the ability of a new economic income class level; and again there are other types of articles where a large change in price has relatively little effect on the total demand.

The study of these variations, through trial and error, of offering goods in order to determine the varying conditions, is the basic daily task of all merchants; and in

their variations lies the difference between success and failure. General rules do not apply. The conditions of demand of chewing gum, tooth brushes, inexpensive groceries, expensive groceries, radios, clothing, and automobiles, are all different and are not susceptible of being grouped together under any one system.

Sometimes we work out averages of these percentages and conclude that the cost of distribution is becoming greater or less, or that the cost of distribution is too great in one or another type of article, or perhaps that it is generally too great.

In fact, such judgments are applied not merely to distribution, but also to the prices of raw material, such as wheat compared to flour, or crude oil compared to gasoline. All such computations furnish a delightful mental exercise to the theoretically-minded. They only become dangerous when policies are based on them, for in each case they compare the incomparable.

BY DR. A. BASCH
General Manager, United Chemical & Metallurgical Works, Prague, Czechoslovakia

If social policy forgets, as is now the case, that its highest aim must be to raise the standard of living of the working people and that this aim can only be reached by an increase of production and not by a new distribution of income; and if this social policy in consequence hinders the activity of enterprise and private initiative, then the direct opposite—a lowered standard of living—is obtained.

BY RALPH E. FLANDERS
President, Jones & Lamson Machine Co.

What we have to learn is that there is no long-time security without incentive and initiative. For a continuance of achievement in our western civilization, we must strike a balance between the two policies. Security is a much easier thing to provide on a temporary and spectacular basis than is the much more fundamental achievement of a raised standard of living. Our present need is not alone for security but for incentive. On the return to incentive hinges the success of our whole effort to attain a possible and desirable advance in the security of the whole mass of our fellow citizens.

BY VISCOUNT LEVERHULME
President, International Committee of Scientific Management

While productive efficiency has increased and continues to advance with bewildering rapidity, we destroy much of the possible advantage to be derived from this progress by the methods we adopt in our distributive machinery and in our dealings with our fellow men. As long as we continue to believe that the problem must be solved by the artificial creation of scarcity through restricting production, so long will the situation continue to grow worse.

BY R. LLOYD ROBERTS
Chief Labor Officer of Imperial Chemical Industries, Ltd., London

Self-discipline in industry through voluntary trial and error is a greater national asset in the long run than is rectitude imposed by decree. Compulsion is anathema to the Britisher—whether he be employer or workman—and both of them will do and sacrifice a great deal to avoid it. We view the use of compulsory powers as a last resort only and we find them effective in direct proportion to what one might describe as the "lastness" of that resort. We

SALES MANAGEMENT

do not legislate in advance of, but rather in support of, public opinion, which is the explanation of the character we have acquired of being a law-abiding people.

State intervention in any country is only a nice way of saying political intervention and we believe it would be highly prejudicial to the national interests if questions of work, wages, etc., were to be caught up in the maelstrom of party politics and settlements were effected in pursuance of some pet political theory instead of in conformity with the ascertained economic facts of the situation.

After all, a country's prosperity is built on its business community—employers and employed—and in our view that community should be left to settle its problems itself, without regard to the political complexion of the Government of the day, provided always that the greater interests of the nation as a whole are not injured thereby. It is in accordance with that declaration of faith that our machinery of industrial conciliation and arbitration has been evolved on a voluntary basis.

BY CLARENCE FRANCIS
President, General Foods Corp.

Sales methods, like machines, do become obsolete. In every industry there has been the type of day-to-day sales operator who has been able to make an unusual showing of volume and profit with methods that were actually weakening the future of the business itself, and laying the foundation for trouble that later could only be dealt with by drastic reconstruction, reorganization, and refinancing of the whole operation.

The pre-planning should include careful preparation of all mass-action instrumentalities, such as advertising, sales promotion material, and other merchandising efforts. It should include careful preparation of all paper work, reports, and questionnaires, and reduce these to the simplest form possible in relation to what useful purpose it performs, and what time requirements it imposes on the salesmen. The salesman thinks in terms of human contacts; he is under constant pressure from human personalities, and when he gets back to his room at night, tired and nervously strained, he is likely to look upon unnecessary paper work as a nuisance. The planning should also include provision for research and development of the best methods of how to obtain this application of the sales effort to the individual case. I venture the suggestion that research and analysis in this field may be almost as productive as product research itself.

BY DR. HARRY R. TOSDAL
Professor of Marketing, Harvard University

In the field of salesmen's compensation and incentives:

1. It is becoming more generally apparent that compensation plans can not be used as an effective substitute for management. The compensation plan can not be expected to furnish the amount and types of stimulation and the direction of sales activity needed for successful selling operations. It may contribute but it can not perform the whole task.

2. The changes which have taken place in compensation plans are largely adjustments based upon the desire to emphasize one or another of conflicting requirements of incentive, regularity of income for the sales force, low fixed expense, low selling cost, and flexibility.

3. The adjustments which have been made to secure the most desirable combina-

OCTOBER 1, 1938



Not only is the I & I Group Plan winning praise from hundreds of alert advertisers and agencies, but it is also attracting additional newspapers. Four more dailies have now been added to the I & I Group.

Instead of the original 74, you can now reach 78 important markets easily and profitably through the smooth-operating, reliable I & I Group Plan.

How You Save Money on Frequency Discounts for National Advertisers

You save up to 10% on the gross billing of a consistent newspaper campaign in one or all of the I & I Group dailies through the Frequency Discount Schedule—similar to local advertiser setups.

Both large and small space users can profit from this money-saving feature because discounts apply to each individual paper. You can use one or more and get your discount from each one. Placing of schedules and billing is handled direct with each paper.

Start taking advantage of this chance to save. Write today for your copy of the Frequency Discount Schedule.



How One Letter Brings you Complete Information on 1 or 78 Rich Iowa and Illinois Markets

The I & I Group gives you another aid to Easy . . . Profitable . . .

Newspaper Advertising

No longer is it necessary to write 78 letters to get complete, up-to-date information on 78 Iowa and Illinois markets! The unprecedented I & I Group Plan eliminates confusion, worry and expense by cutting your correspondence to *only one letter . . . an absolute minimum!*

It couldn't be simpler or easier to get quick, dependable information from 1 . . . 10 . . . or all 78 I & I Group markets. All you do is simply write *one letter* to the Iowa Daily Press Association, 405 Shops Building, Des Moines, or the Daily Newspaper League of Illinois, 403 Leland Office Building, Springfield . . . state the data required . . . specify the number of markets you want reported.

The I & I Group system carries on from there. Desired reports from each individual paper are promptly sent direct to you with a uniform presentation from each one. Think of the time, effort and money this saves you. This service is especially designed to help you get increased sales and profits from two of America's leading markets. Start using it today.

**Iowa Daily Press Association
Daily Newspaper League of Illinois**

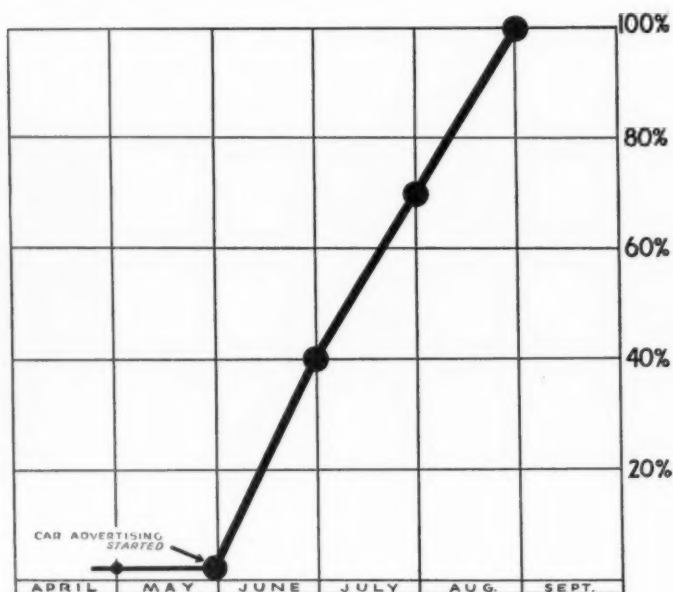
MOVING AMERICA..

Still the public carrier supreme, surface cars carried more than half of America's 13¼ billion transit riders in 1937. Streamlined, rubber mounted, rapid accelerating models are the new darlings of trolley riders, have already been put into operation in many of our country's larger cities. They furnish backgrounds of up-to-the-minute modernity for multi-hued car advertisements.



Transportation god of the suburbanite, electrified suburban railroads carried more than 138 million passengers in 1937. Serving men and women of the higher income bracket living in outside-the-city residential communities, these trains offer car advertisers the opportunity of reaching a massive class market, provide an effective entrée to well-filled pocketbooks and purses.

Reproduction of the actual sales chart of a famous car advertiser.* Using Chicago as a test city for a car advertising campaign, sales of this manufacturer's product DOUBLED within 90 days; were up 400% at the end of 8 months' car advertising. That's advertising efficiency.



* ADVERTISER'S NAME UPON REQUEST

STREET RAILWAYS

Headquarters: 745 5th AVE., NEW YORK

ADVERTISING IN STREET CARS, BUSES, TRACKLESS TROLLEYS, RAPID TRANSIT

..TWICE EACH DAY



Serving residential as well as busy urban areas, motor buses were the 'private limousines' of more than 3 billion Americans last year. Motor bus routes in the United States total more than 30,000 miles, ten times the breadth of the continent. Motor bus riders are volume buyers of car advertised products.

More than 35 million buyer-riders a day, that is the saga of American transportation. A multiple-mass market spending over 2 million dollars daily in fares alone, many times 2 millions for myriad goods and services. Car advertising provides comprehensive, repetitive coverage of that vast market at the lowest cost known among the five major producing media.



The antithesis of the subway, the elevated is famed for its ride in the open, gives its passengers a bird's-eye view of metropolitan traffic. Operating in Boston, New York, Chicago, Cleveland and Philadelphia, the el and the subway together carried over 2-1/3 billion passengers last year; carried, too, car advertisements which were buying wedges in the purses and wallets of this vast throng of men and women.



Behemoths of the world underground, subway trains carry the subterranean passenger traffic of New York, Philadelphia, Boston. Operating on rigid time schedules, they transport office workers, business executives, shoppers central-city bound. A great, metropolitan, car advertising audience.

Doubling in duality, the modern trolley bus emphasizes flexibility in traffic, draws power from overhead wires, needs no trackage, is economical in operation. The result:—fast speeds, quiet operation, increased passenger pay loads. 265 3/4 million riders in 1937, an increase of 85 1/2 million over the preceding year. UP went the indicator line upon many a trolley bus advertiser's sales chart.



ADVERTISING CO.

Telephone: ELdorado 5-6700

LINES, AND SUBURBAN RAILROADS, THROUGHOUT ALL SALES TERRITORIES

OCTOBER 1, 1938

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tion of elements have resulted in the adoption of incentive elements by those who have used salaries and of fixed elements by those who have used commission types of payment, the outcome being that newer compensation plans appear to resemble each other much more closely than was earlier the case.

4. More important than the changes in the compensation plans themselves have been the changes in sales management surrounding and affecting the performance of salesmen and therefore the operation of plans of compensation. Such changes are particularly those in market research, market planning, and market control.

BY G. H. ARMSTRONG
Sales Manager, International Business Machines Corp.

The ultimate success of any sales training program is dependent upon:

1. The willingness of one or more chief executives to assume personal responsibility for, and to maintain an active interest in, its organization and administration.

2. The completeness with which the objectives of the program have been studied and clarified.

3. The care with which fundamental policies are established and executed.

4. The willingness of management to review critically the accomplishments of the

organization which they have established and to approach open-mindedly the need for revising the program and adapting it to changing conditions.

BY WROE ALDERSON
Division of Commercial Research, Curtis Publishing Co.

From the standpoint of management, selective selling is fully justified on the basis of profit results. Since selective selling means the adaptation of supply and demand to each other, those who perform this adaptation effectively are entitled to the profits of adaptation. The term "profits of adaptation" includes but is broader than the profits of efficiency. It implies picking out the right job for the firm to do and picking the right people for it to serve in addition to performing those tasks efficiently once they are settled upon.

There are basic changes going on in the nature of markets which affect selective selling and its merits as a basic program for a typical producer and seller. The most basic of these trends is one which has moved at an accelerating pace ever since the industrial revolution. It is the trend away from a raw material economy toward one based on finished and fabricated products. At the time when Adam Smith was setting down his analysis of the market

(Continued on page 76)

done the soundest and most original thinking about his job, and has carried through his predetermined plan of action most successfully.

3. Nominations, or entries, for the award may be sent either to SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y., or to Beta Quota Fraternity, Inc., Box 333, Springfield, Ill.

4. Nominations may come from anyone; from the salesman himself, from his sales manager, from his wife, a friend, a prospect, or a customer.

5. Each nomination should be accompanied by a brief resume of the facts upon which the nomination is based, bearing in mind the factors which will govern the award, as presented in Rule 2, as above.

6. The selling achievement upon which the nomination is based must have taken place during the year 1938, although nominations will be received up to and including the last day of January, 1939. The award will be announced as quickly thereafter as it is possible for the judges to reach their decision.

Announce First Annual Award for Distinguished Salesmanship

Beata Quota Fraternity offers silver loving cup to salesman who can show all-around best record for 1938. Seeks nominations from sales executives through Sales Management.

BEATA Quota Fraternity* announces that it will sponsor an Annual Award for Distinguished Salesmanship, the first competition to close January 31, 1939. The sterling silver cup which is to be the tangible symbol of the award, is pictured on this page.

Judges who will pick the winner for 1938 include Arthur W. Ramsdell, president, Sales Executives Club of New York, and director of sales, The Borden Co.; Saunders Norvell, former president of Remington Arms Co., and now an independent sales counsellor; and Ray Bill, editor and publisher of SALES MANAGEMENT magazine.

Sponsors of the award have asked SALES MANAGEMENT to announce that nominations to be considered in the competition can be made by anyone—an employer, an associate, a friend, a salesman's wife—or a man can nom-

inate himself if he chooses. Rules for the contest have been framed to give the man who has a small territory equal opportunity with the man whose business may run to a million dollars a year or more. Special emphasis will be laid, not on volume of business done, but upon such factors as courage, resourcefulness in the face of odds, initiative and ingenuity in doing the selling job.

The cup, 17¼" high, of sterling silver, will become the permanent property of the winning salesman.

Rules for the competition follow:

1. Any salesman whose sales territory is located in whole or in part in the United States will be eligible for the award.

2. Volume of business will *not* be the principal consideration of the judges in reaching their decision. The Beata Quota Award for Distinguished Salesmanship will go to that salesman who, in the opinion of the judges, has shown the most courage, resourcefulness, initiative, and ingenuity in doing his selling job. It is desired that this award go to the salesman who has



SALES MANAGEMENT

* Beata Quota Fraternity has been incorporated under the laws of Illinois "to promulgate the principles of sound, modern salesmanship, and to recognize distinguished salesmanship."

A Publisher Begg for Correction of Chronic Advertising Abuses

Too often advertisers and agencies expect maximum service from media they use with only the sketchiest cooperation on their part, says this magazine man.

BY A PATIENT PUBLISHER

TODAY, advertising trade papers are filled with kicks and complaints. Agency men complain about publishers and clients; Advertisers complain about agencies. We all kick like the devil, and seldom, if ever, do we offer cures. However, I'm in favor of kicking, for it does not give advertising a bad name as is often claimed. On the contrary, it actually helps to improve the business. For someone, somewhere, is bound to say "That means me, I'm wrong, I'll stop it."

With this idea in mind, I'm going to kick. For, very rarely does a Publisher stand up for his rights. Seldom does he kick. He can't. He's holding the bag. Frequently his next meal depends on his standing with agencies. And, many (I say many, this does not necessarily mean you) agencies take advantage of this fact.

For instance, here's a swell practice—agency bad debts. Now, since my very first advertising lesson, I have always been told that agencies are responsible for each and every contract or order they place. Therefore, if an advertiser goes bad, the agency is responsible for the space run. So far so good. Right? Yet, each year, we charge off at least one account long overdue. Sometimes it's \$50, other times as high as \$1,000. These agencies stall and stall. When we press the matter, they as much as say, "All right old man. Just you get nasty, and then see what will happen to you! That Snap-Stitch account, you know it's running 100 lines each issue—well, it could possibly switch to your competitor's book."

Oh no, they don't say it in so many words. But you know as well as I do we advertising men can throw mighty strong hints! Now tell me, what can a publisher do other than overlook these bad accounts?

Here's another headache—agency freedom in spending publishers' money. Let's say it's two days before closing date. Zippo Advertising Agency decides to add a line of copy to the Schultz Shoe advertisement. So,

they send us a fast telegram containing the copy addition. And, in the corner of the telegram we find in capital letters the cute word *Collect*. Highway robbery I call it!

Furthermore, I'm told that agencies hire layout men! They call them experts when selling an advertiser. These layout men are supposed to know type. They know how to arrange copy and can fit a given amount of copy in a given space. Many layout men do just that. Orchids to them! On the other hand, many send us a bunch of copy and say "Publisher to set ad."

This we try our best to do. But, we cannot set 75 lines of copy in 60 lines of space. Month after month, year in and year out, certain agencies expect us to do the impossible! Well, our printers try and finally send us the ad marked "copy too long." The publisher then informs the agency, often special delivery or air mail, occasionally by wire. Agency then returns proof-frequently with complete revisions. And, that makes everything rosy, because printers are paid by the hour; they never get paid by the number of finished advertisements they set.

Then that damnable "position" argument comes up just about every other day. Zippo Advertising Agency decides (often we sell his client the idea of advertising) to run 7 lines. The order urgently requests "Top right-hand position of right-hand page near front of book." It's ridiculous! Honestly, you won't believe it, but agency after agency, small and large, make these requests. Should we favor them over larger advertisers? They expect us to! It's not the small advertiser alone. The large ones are guilty of position requests which are often much worse. Now, leading agents have often told me to my handsome face that position means nothing! They've said, and surveys have proved, that an advertisement which has something to say will pull regardless of position. Others swear that only a top right position will do. Still others demand bottom of page!

Why all these differences? Why all these conflicting requests? And why the complaints when requests are not fulfilled?

Please remember that practically every publisher really tries to please everybody, for selfish reasons if nothing else. We hire high-priced make-up men who study make-up and try to do their level best. But it is humanly impossible to please everybody all the time.

Another silly practice arises concerning closing dates. Here, large agencies are more guilty than small ones. Most publishers print closing dates. Most of us supply rate cards giving this information. Then how under the sun can you send us an order three to five days after closing, and then say "It is important that this advertisement catch the March issue." Really, old chaps, it's impossible. Or, do you expect us to reopen forms and publish days after schedule?

Now we occasionally have to raise our rates (here's a chance for you to kick). Usually we send out letters or tell you via the trade papers. Then Standard Rate & Data warns you! Yet knowing all of this you send orders with old rates. We politely again explain our rate change. You argue and occasionally are brazen enough to request that we make an exception. Several months ago paper went up. Our paper dealer made no exception with us!

Cancellations Are No Joke

Finally, this awkward business of cancellations. Much too often do we get an order thirty days before closing day. We acknowledge its receipt, ask for copy or plates. One week before closing we again request copy. Three days before deadline we wire you. Then, maybe one, two or three days before closing, or on closing day, you wire cancellation.

Well, that's your privilege. But, have you ever stopped to consider us? Maybe we've saved a position for you. We make up a dummy, and at the last minute you cancel. And chances are we have to remake several pages. If you cancel large space we may have to remake the whole book!

I repeat, you are privileged to cancel, but, I subtly ask, "Did you intend to run? Did you let us know as quickly as you possibly could?"

Some agencies are guilty, others 100% innocent. Each of the above items is expensive. And they are nothing more than bad habits and manners? Guilty agencies, please accept these words as good intentions to improve our profession. Innocent ones, keep your innocence.

The Sales Manager's Stake in the Industrial Advertising Budget

(Continued from page 32)

11.3% of the total budget and only 9% without agencies. But for sales volumes above \$5,000,000 the cost with agencies is only 14.7% compared with 20% without agencies.

Note also the following: While the average salary of the advertising manager is in the neighborhood of \$4,500, the detailed study provided by the survey indicates that the status of compensation is none too healthy. If someone were to approach you and ask you to plan the intelligent spending of \$100,000 on advertising and to carry out that plan efficiently, you would probably be glad to undertake it. But suppose the salary offered for this real responsibility were under \$4,000—and in fact under \$2,500 in some cases?

This is exactly what is taking place, the survey shows. Firms doing from \$5,000,000 gross volume up will spend at least an average of \$100,000 for advertising. Yet 16% of the companies surveyed paid under \$4,000 and 5% paid under \$2,500. In fact, over 80% of the \$500,000-\$1,000,000 group and 66% of the \$1,000,000-\$5,000,000 groups also paid less than \$4,000.

Brains at a Bargain?

Such low salaries are a revealing commentary on the recognition given by management to the vitally important function of advertising! As sales manager, you are interested in seeing that the man you expect to handle intelligently and effectively the job of selling your line by all other means than direct selling is of a calibre to do a real job. Put yourself in his place and see if you would be willing to accept the responsibility you hand him for the average salary we have been discussing.

Detailed Budget Breakdowns: A breakdown of the appropriation into detailed allotments for display advertising, catalogs and literature and the other activities of advertising and sales promotion, provides interesting data for the sales manager.

(We might point out here that while size of company, number of prospects and price of products do affect the breakdown, the details had best be left to the report proper, because the weaknesses disclosed by the

survey seem to run through the whole picture, no matter what the point of view. It is here that the sales manager's interest should be most sharply focussed, because no matter how sound the appropriation may be, its method of spending may be utterly unsound and wasteful.)

On an overall average basis, 34.6% of the appropriation goes to advertising in business, trade and technical papers, including art and mechanical costs.

In view of the many vitally important kinds of promotion the budget must cover, the sales manager must be as closely interested as the advertising man in the allotment for display space. If too high it may be robbing other necessary activities of effectiveness.

Not Many Consumer Ads

In spite of pretty arguments to the contrary, the industrial advertising field is not making much use of general media. Less than 20% of the companies covered use general magazines, radio, or other methods of reaching the general public. Most of these few companies have products sold directly to the public. The great majority of companies stick to their last—to the selling of technical or industrial products directly to the men who use them. The sales manager who is so often called upon to listen to tales of the place of general media in his sales picture can take heart from these figures.

Only 12% of the average budget is used for direct mail. This seems a rather low figure for so effective a method of selling. Of course, direct mail is no panacea; nor is any other medium. There are many products on which direct mail is not as effective as other methods; but, by and large, the range of possible use of direct mail is so extensive that the sales manager should make sure that the possibilities for his line have been thoroughly investigated before he O.K.'s a budget weak at that point. One common fallacy is the pathetic assumption that when one mentions direct mail, he is thinking of self-mailing pieces only. There are many, many more variations than this. The sales manager should be familiar with all of them and with their possibilities for his line.

Catalogs and literature take a re-

spectable slice of the budget—and properly so. But again, the sales manager can allow himself to be fooled if he does not keep both feet on the ground.

In the past few years there has been a noticeable tendency to elaborate art work in catalogs and literature. Many an executive has seen an attractive piece of literature issued by a competitor and immediately yearned for something prettier or more elaborate for his own line. He does not stop to wonder whether that elaborateness really is selling any more for his competitor. He does not know whether or not the pretty piece impresses his prospects or customers more than a simpler one. Some of the recent effusions have been so full of art and color that the sales message is buried far out of sight.

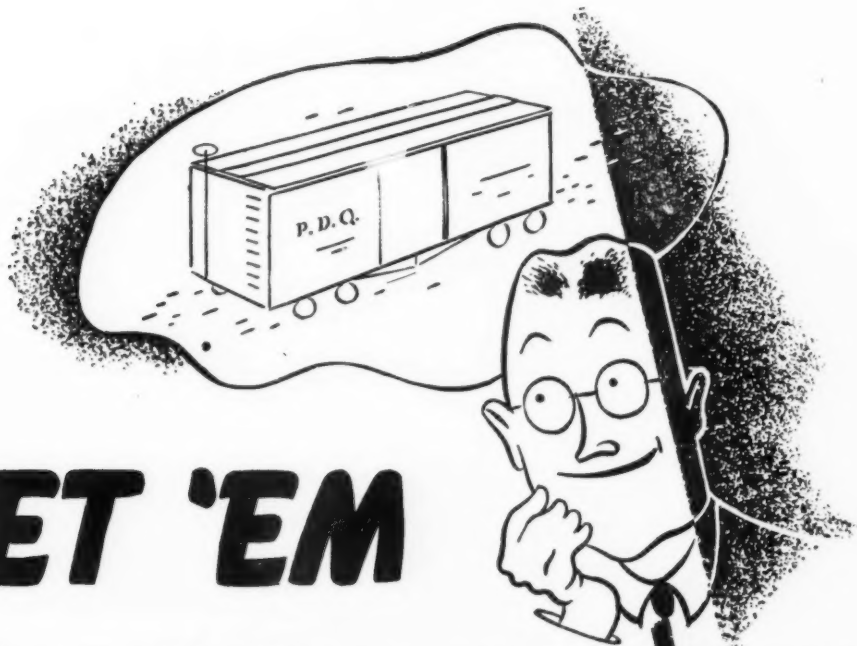
Let the sales manager ask himself if the piece or catalog sells the fundamental of what his equipment can do for the man he is reaching for. Remember, there are many other things a budget has to cover. It does not do to waste on needless art and appearance the money you could be spending on a real sales manual—on market research, publicity, house organs, etc.

Some of the figures are really pathetic. Consider market research, as a typical example. Not all companies charge market research to the advertising budget. But for the purpose of determining just what the expenditures for market research were, this year's questionnaire asked that the amount so spent, no matter where it is normally charged, be added to the budget and the augmented total used as a base for the distribution percentages, just as in the case of administrative costs. Note well that the overall average figure thus obtained is 0.1%!

Market Research Is Stinted

Consider the company grossing over \$5,000,000 and spending at least \$100,000 as a total advertising budget. On the basis of .1%, the total amount spent on market research would be \$100! This is too serious to be funny. It would be equally serious if the amount were \$1,000 or even \$5,000. Any sales manager who does not have adequate market research, not only for his advertising manager but for his own department, is inviting trouble.

Market research is no more of a panacea than direct mail. It does not cure all diseases of the sales department. But it has one outstanding value—it prevents the growth of routine thinking and is a deadly enemy to smugness in sales planning, which



"GET 'EM CAR-LOAD MINDED"

• The other day one of our top notch salesmen popped into the promotion department and sounded off on some of his pet ideas. This salesman, who has been on the firing line for the Hearst International Advertising Service for 15 years, is a "two-fisted working girl" and he didn't mince words in explaining his theories on how this paper should be sold.

He lashed into some of our "pretty ads" and gave us the needle something to this effect:

"Feed 'em facts. Cut out the high-sounding chatter that is stock in trade with you promotion guys. Tell 'em something about this town of ours. Put these advertisers wise to the fact that here's a seven-billion-dollar market. Here's a market bigger than a half dozen Western states. Selling is easier. Distribution is easier. Volume is bigger. Profits are bigger.

"Get 'em car-load minded and let us 'working girls' worry about getting 'em Chicago Evening American minded. We can't get all of the advertising, but you can bet your bottom dollar that, with our young, active, responsive audience, we'll get our share."

We think he's right. It's simple arithmetic that no advertiser can obtain complete coverage of this rich market without Chicago's brightest newspaper . . . the Chicago Evening American.

Are you getting your full quota of sales from the rich Chicago market? Have you complete distribution? What is your toughest competition?

Do you want the honest, straight-from-the-shoulder answers to these questions? We have the facts.

For information call or write the Chicago Evening American or the nearest office of Hearst International Advertising Service (Rodney E. Boone, General Manager).

The Modern Way



ZIP! ZIP!
FAST AS YOU GRIP

Pin Pointed
Tack Points

**to Tack up
POINT-OF-SALE
ADVERTISING**

YOUR selling efforts—your advertising—your dealers—need better tie-in methods at retail outlets. The modern way to install all kinds of advertising and display materials is with the Kling-Tite One-Hand Tacker.

Equip your salesmen with this advanced method of getting Point-of-Sale advertising into sales action. You've improved your dealer helps. Now improve your method of installing them! Investigate the Kling-Tite!

Ask for folder

Kling-Tite A.L. HANSEN MFG. CO.
5019 Ravenswood Ave., CHICAGO, ILL.

**CHEERFUL
Service**



**BISMARCK
HOTEL CHICAGO**
RANDOLPH AND LA SALLE

Emil Eitel — Karl Eitel — Roy Steffen

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in turn is the greatest source of trouble in any kind of selling. No one man or group of men can serenely assume that what they believe their prospects and customers think about their lines is what they are thinking or will continue to think. If market research did nothing more than tell you what they really are thinking, so that you can trim your direct selling and advertising methods accordingly, it would be worth many times its cost.

If it is up to the sales manager to see that market research gets solidly put into the picture, how about that innocent little item of travelling expenses? You know—the cash you allow the advertising manager to spend in getting around in the field to see what it's all about. The average shown by the survey is 0.5%. In other words, for the over \$5,000,000 group, spending at least \$100,000, the allotment to travelling would be only \$500. This is an extremely low figure to provide for those essential contacts with customers, prospects and your own sales force out in the field, without which no advertising manager, genius or clerk, can plan and write the kind of advertising that pays dividends.

Small Firms Wiser Budgeters

Strangely enough, the smallest companies can give the biggest some good advice here. Assuming that the under \$200,000 group spends 6% or about \$12,000 on advertising, the survey shows that they set aside—not .5%, but 2.2% on travelling, or around \$262. Little enough, in all conscience, but a whole lot more, relatively, than the largest companies provide.

Incidentally, it is interesting to study these smallest companies a bit further. On a \$12,000 budget you cannot afford to spend a great deal on display, if you want to do anything else. The survey shows that the smallest companies spend only 19% of their appropriation on display where the general average is 34.6%. They spend 30% on direct mail and 31% on catalogs and literature.

It is true that they spend only 0.1% as do the rest, on market research, which gives them enough to buy a couple of good books on the subject, but they seem to recognize, as indicated above, that travelling expenses should be higher than 0.5%. It will pay the sales manager to think a bit about the fact that even if there is no formal program of market research, the more the advertising manager gets out into the field, the more facts of the kind that market research is used for will he get.

How I Saved Salesmen Who Almost Fizzled Out

(Continued from page 26)

It certainly wasn't a very winning attitude in a new man, and I was tempted to remind him that he was employed by an old and substantial house, and to act accordingly, or else—

But I took the trouble to write to one of the former employers who had given him a reference, and with whom I had had the usual perfunctory correspondence concerning the references. I said that I was not at all disappointed in "D," from a general standpoint, but I expressed a doubt that he would develop fully under the hampering influence of his fear complex about commissions.

The former employer wrote me as fully and as confidentially as I had requested, and I learned that "D" had, a number of years before, actually been "gyped," and had been obliged to sue for what had been owing to him.

I was certainly glad that I had not taken "D" severely to task for his suspicious attitude. Instead, I made it a point to conduct him on a tour of inspection covering our method of handling sales reports, how we figure and record commissions due, how items are checked back, etc. Of course, I made the point that this explanation of the office system was given to all new staff members, and that I wanted him to feel that he would have access to the books at any time. I didn't let him know that I was aware of the unfortunate incident in his past, or that I had considered him offensively suspicious.

"D" has been with us almost three years now. He's a fine salesman. And he doesn't waste his time getting into a huddle with the bookkeeper, when he should be out hustling for more business, thanks to a little work done on his behalf at precisely the right time.

I have always been impressed with the tonic effect of "talking it out." Even though the listener is unable to offer more than a sincere, "That's too bad, old man," he is helping—just by listening sympathetically.

Take "E" for example. "E" had been with the house for almost 20 years and now, in his middle forties, he seemed better than ever. Then his sales suddenly went into a slump. Worse, he became irritable, indifferent and inefficient. Business was taking a ride in the trailer at the time "E's" sales began to go off in a big way, but there was no excuse, save in "E" him-

SALES MANAGEMENT

self, for the terrific downward curve in the particular territory. He wouldn't talk; indeed, he resented any overtures on my part.

The company picnic occurred at this time, and Mrs. "E" and the two charming daughters of the family attended the event, along with "E," who moped by himself most of the day. I asked Mrs. "E," who was a pleasant, middle-aged woman, if her husband were having ill health.

She told me that he was working too hard—why, he worked overtime almost every evening, and even had been out in the territory for two week-ends. So that was overtime! I didn't say anything to Mrs. "E" but of course I knew right away what was wrong with "E."

But what to do about it was another matter. I could do one of four things: I could tell on him to Mrs. "E"; I could fire him; I could find out the identity of the woman and tell her what's what; I could talk to "E" and try to help him. The last was the hardest job, and I chose it.

"E," you know that your sales are way off, and you know that I ought to fire you. But I don't want to do that. It would be so much simpler for your family if you quit playing around on the side."

"E" turned red, then white, and then a few shades between.

"How did you find out?" he stammered.

"That's not the point. We're talking about you—and Mrs. 'E.' She doesn't know—yet."

"Thank God for that. Honestly——"

Outwitting "the Other Woman"

"E" talked now in a flood, because he thought I knew all about the case. In between assurances that he wasn't "that kind," he told how he had been carried away by this flirtation, which he now was trying to break off, and unsuccessfully. Indeed, she was insisting that he divorce his wife, and she had threatened to "tell all" to his boss—to me.

"What do you want to do, 'E'?"

"I never want to see her again. I'm through."

It was clear to me now why "E" had been so indifferent to his job. Thinking about this trouble constantly had been crowding out all other thinking.

"E," you're going to have a change of territory just as soon as I can make a transfer. In the meantime, don't tell her about the move, and when you do go, give her my name as your address."

Sometimes the saving of a problem salesman is just a case of sitting tight until he or the fates solve the riddle for me. This was the case of "F," whose wife returned to business during the depression. She staged a good comeback, and in a few years, was earning more than her salesman husband.

I could see how this offended him, and indeed, there was no guesswork needed in this instance, because the wife also told me that "F" was fretting because his wife was more successful than he. Oh, he didn't say it in so many words, but they weren't needed for either of us. She asked me if I couldn't help "F," and I promised to do what I could.

While I kept him on in spite of the fact that his sales were off, and tried to nip his persecution complex whenever I had the chance, I could do little more than this. Nor would "F" give his grievance the benefit of an airing.

"F" Couldn't Share Success

I was wondering what drastic step would have to be taken to improve "F's" record when he suddenly began to work and produce like old times. He had the enthusiasm which means sales, no matter what kind of a grim label is attached to "business conditions."

I was certainly pleased, and a bit curious too, and then I learned that the wife had lost her fine connection, through a merger of companies, and that she was just Mrs. "F," the housewife, again.

While no particular action on my part is involved here, it does bring home the point that it doesn't pay to fire too hastily. There's the man as a first consideration—perhaps he will be able to solve his difficulty and thereby mend the cause of his slump. There is the viewpoint of the house, too. Breaking in is costly on more than one count, and toleration of a temporary lapse or even a long unproductive period may be better management judgment.

An executive, in discussing the guarantee period on a machine made by his firm, gave this illuminating statement: ". . . But of course, anything mechanical is bound to need repair sooner or later."

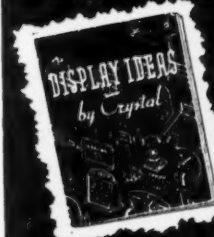
This statement applies to men just as truly as it does to machines. The motor fleet operator and the sales manager have a maintenance problem which is basically akin, save that it is a lot more complicated to tinker with the human mechanism.

CRYSTAL PERMANENT DEALER DISPLAYS



MORE SALES PER DISPLAY DOLLAR

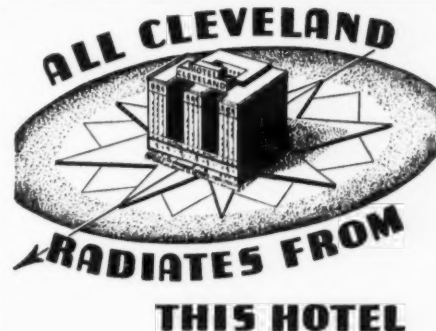
because they keep on selling—not for just a week or two, but all year 'round. They stay everlastingly on the job.



IDEA BOOK SENT FREE!

Here's food for sales thought—32 pages packed full of solid, meaty information on permanent displays.

CRYSTAL MANUFACTURING CO.
1730 DIVERSEY BLVD., CHICAGO
Representatives in Principal Cities



● Under the same roof with you are the five fine buildings of the Terminal development, and the Union Terminal itself.

● Rooms are comfortable, the meals are famous. And everyone tries to prove we're glad to have you with us.

Air-conditioned
restaurants—dancing—
Men's Cafe.

HOTEL
CLEVELAND
Cleveland

In a page advertisement in the November issue of *Cosmopolitan*, published October 1, *American Druggist* formally launches a widespread, thoroughly-organized and sustained crusade on the *known quality* of advertised products.

In the copy Mrs. America tells emphatically why she, for one, is not. "The real guinea pigs," she explains, "are the people who experiment . . . take chances . . . with products which are NOT backed by a well-known house." Mrs. America realizes that "the manufacturer who makes his product nationally known through advertising wins success because of the proved merit of his goods." She knows, too, that "responsible publishers protect me further by refusing to accept the advertising of products which fail to pass tests of quality and performance."

And to its 60,000 circulation *American Druggist* is showing how druggists may gain greater good will and profits, by buying, displaying and "pushing" known products.

This is the latest, and probably the biggest, of a wide variety of services which *American Druggist* has performed in the last 11 years for America's druggists.

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"Compounding" druggists knew. But they did not know enough—they could never know enough—about merchandising. The average druggist stocks 8,000 to 10,000 items. Some 6,500 manufacturers constantly are urging him to buy 100,000 more. Sometimes he does. But how to move the 8,000 profitably? That is his problem.

There has been nothing of the "guinea pig" in *American Druggist's* editorial and business development.

Circulation, for example, has been built on "selective selling" principles. Salesmen were instructed to concentrate in the 626 principal trading centers of the nation. By the end of 1928,

Several years ago ten advertising agencies—among them, Erwin, Wasey, Lord & Thomas and J. M. Mathes—and Ross Federal Service made separate studies covering, all told, druggists in 35 cities. Two questions were asked: "What drug trade publications do you receive?" and "Have you any preference—if so, which one?" Among nine magazines mentioned, *American Druggist* was preferred by 55.62%. The second paper had 14.80%, and the third, 10.06.

In the "Merchandising News Section" is a tear-out card on which druggists can order manufacturers' "helps" by number. Last year, *American Druggist* received 125,116 requests. Some of the cards pull for six or eight months. . . . In one year the magazine has done research, at readers'

"The real guinea pigs are the people who experiment. . . ."

SALES MANAGEMENT

request, on 1,565 hard-to-fill prescriptions. . . . Several months ago a "Deal Digest and Advertising Summary" was introduced. Several score deals are listed monthly, with key numbers to tell which supporting media are being used. . . . Each July, *American Druggist* publishes its "Blue Price List" section, sending it to subscribers free with the regular issue. It contains 120,000 listings. And it is referred to by some druggist every three minutes of every business day.

In its lively decade, *American Druggist* has fought for Fair Trade, for Robinson-Patman and other laws intended to give the druggist a decent living. It has done its share in helping to maintain the relative stability of the druggists' business. Whereas most other retailers had a bad Summer this year, by contrast with the Summer of 1937, drug store business nationally was down only about 2%.

The drug store, *American Druggist* has found, harnesses some very basic human needs and desires. Health, of course—and at the cosmetic counter, vanity. Then, at the soda fountain, food. . . .

And throughout the store, druggists have developed a keener conception of the kinds and the brands of things that people have learned to know and believe in. The druggists, and *American Druggist*, are doing well because they have learned *how*, and *what*, to serve.

Newspaper Rate Differentials Continue to Increase

According to the 1938 edition of "Local-National Rate Differentials," a study just published by the Newspaper Committee of the Association of National Advertisers, local-national rate differentials continue to spread. Comparison of rates for 1938 and 1937, computed on the total cost of one line in 518 newspapers in cities of 50,000 population and over, reveals a differential of 40.11% on the 5,000-line rate, a rise of 3% over last year's rate of 36.76%; 46.20% on the 10,000-line rate, up 4% over 1937's rate of 42.43%; on the 20,000-line rate, 51.36%, up 3% over last year's rate of 48.37%; and 60.20% on the 50,000-line rate, as compared with 1937's rate of 56.26%, an increase of 4%.

Detailed analysis of the 10,000-line rate shows that there were more local rate changes than national. Local rate changes were made on 276 newspapers while national rate changes were effected on some 214 newspapers. Two hundred and thirty newspapers increased local rates, 212 increased national rates, while 46 decreased local rates and only two decreased national rates.

Also included in the study are circulations of all newspapers together with their increase or decrease since last year, dates effective for the rates computed, special rates, etc.; a summary of the total 10,000-line rate increase in morning, evening, combination and Sunday newspapers.

New Method of Measuring Radio Listening Habits

The "roster" method of measuring radio programs' popularity and determining listeners' habits was recently introduced by Hooper-Holmes Bureau, Inc., for the Yankee Network.

In this study, conducted in metropolitan Boston during the week of July 31, Bureau employees personally interviewed in their homes some 4,380 radio owners and had them name each quarter-hour program heard during the preceding portion of that

day, or during the day before. Persons interviewed were shown a complete roster of programs broadcast by Boston's eight stations during that time.

Of the week's total of 29,638 quarter-hours of listening recorded, 26.7% was morning listening, 38.8% afternoon listening, and 34.5% evening listening, or a total of 65.5% during the daytime and 34.5% during the evening.

An advantage of the roster method, as disclosed by this survey, is that to all indications listening habits of telephone owners and telephone non-subscribers are vastly different. Of the persons interviewed, 58.8% owned telephones. If listening habits of the two groups were identical, an audience of any of the programs listed would be approximately 59% telephone owners and 41% non-owners. Actually, a much greater difference was revealed: For instance, 75.6% of those listening to "One Man's Family" on Station WNAC at 8:00 p.m. Wednesday were telephone owners, 24.4% were not; of those who heard "For Men Only" at 9:45 Thursday evening 93.3% owned telephones and 6.7% did not.

New England Newspapers Publish Despite Tidal Wave

Following the tidal wave, hurricane and flood, several New England papers were hard put to publish regular daily editions, but none of them, so far as can be learned at press time, missed a single edition. The Providence *Morning Journal* and *Evening Bulletin*, long popular mediums for local and national advertisers, were forced for several days' running to put out editions comparable in size to newspapers of Central Europe. The *Bulletin*, printed in the plant of the Boston *Post*, and the *Journal*,

printed on the presses of the Woonsocket *Call*, were restricted September 22 to 24, inclusive, to flood extras giving a comprehensive text and photographic coverage of flood conditions, but minus all advertising. The New London *Day* put out a four-page issue on Thursday the 22nd, printed in Bridgeport, but its plant was not flooded and by Friday the publishers were able to rig up emergency power equipment for their own presses.

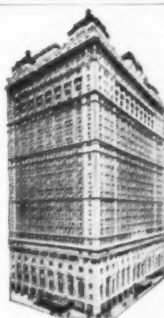
Newspaper Linage Off Again

Newspaper advertising for the first eight months of 1938 was down 15.2% below the level for the corresponding period of 1937, according to the latest report of Media Records, Inc. Again automotive advertising suffered the most severe drop below its standing for those months of 1937—34.8%, and department stores least—8.3%. Other losses reported were as follows:

	% Loss from 1937 Level
General	26.1
Financial	21.0
Total Display	16.3
Retail	11.1
Classified	11.0

Ahrens Publications Promote Travel and Expositions

Ahrens Publishing Co., anticipating a banner year in 1939 for hotel and restaurant management when the New York and San Francisco Fairs will draw people from all corners of the globe to America, and aware also of the fact that an increasing number of Americans no longer feel they *must* travel abroad to satisfy their wanderlust, devotes its entire October issue of *Hotel*



Visitors All Agree . . . it's the FINEST HOTEL IN DETROIT

THE BOOK-CADILLAC is centrally located. It is within a two-block radius of important office buildings and theatres. It's not merely a "place to stay" . . . it is a place to *live enjoyably!* All rooms are spacious and modern . . . minimum rate \$3.00.

BOOK-CADILLAC



Washington Boulevard at Michigan Avenue, Detroit

W. O. SEELBACH
Manager

National Hotel Management Co., Inc.
The Hotel Network Streamlined for Service

RALPH HITZ
President

**YOU'VE GOT TO
SEE 'EM
IF YOU WANT TO
SELL 'EM**

**Let
AUTOPOINT
OPEN DOORS FOR
YOUR SALESMEN**

Your salesmen can't sell unless they get in! An imprinted Autopoint is the key to the inner office where sales are made. This thoughtful good-will gift is the door-opener without a kick-back. Its sturdy two-part mechanism always works. Its exclusive Grip-Tite tip never lets leads wobble, twist or drop out. Its beauty and balance make it a life-long favorite. Autopoints have been chosen by more than 6,000 prominent firms. Write for sample pencil and free copy of fact-filled book, "The Human Side of Sales Strategy."

Autopoint
The Better Pencil

AUTOPOINT COMPANY Dept. SM-10
1801 Foster Avenue • Chicago, Illinois

*Plot
your next
Sales
Campaign
on—*

**HAGSTROM
MAPS**

**MARKETING CENTERS
SALES CENTERS
TRADING AREAS**

**and Black and White Outline
Maps designed especially for
sales executives**

**USED BY HUNDREDS OF
LEADING MANUFACTURERS**

**Send for price lists
and illustrated circulars**

HAGSTROM COMPANY
INCORPORATED
20 Vesey Street New York, N. Y.
Established 1914

Management to "Exposition and Travel."

The book, a handy guide and travel directory for 1939, describes new modes of travel, trains, air lines, coastal and lake steamships, bus lines and highways; contains a detailed description of the two Fairs; explains how the establishment of a Federal Travel Bureau will enable hotels to share in travel profits.

Hotel World-Review and Restaurant Management, other Ahrens Publishing Co. publications, in forthcoming issues are also concentrating on the travel and exposition theme.

**WBS Forms 27-Station
Transcription Network**

World Broadcasting System has formed the World Transcription System, a spot radio network comprising 27 stations (their aim is 75) in as many markets. Operations begin today.

According to Percy L. Deutsch, WBS president, the new plan will remove two major handicaps which have long retarded the growth of transcription broadcasting. These are the mechanical costs of producing programs, formerly borne by the transcription advertiser, but which now will be absorbed by the network, and the previous difficulty of buying a spot transcription campaign in a "package."

Now affiliated with the network are: Stations WOKO, Albany; WBAL, Baltimore; WGR-WKBW, Buffalo; WCKY, Cincinnati; WHK, Cleveland; WHKC, Columbus; WIS, Columbia, S. C.; KGKO, Fort Worth-Dallas; KMBC, Kansas City, KHJ, Los Angeles; WREC, Memphis, WIOD, Miami; WISN, Milwaukee; WLAC, Nashville; KOMA, Oklahoma City; WCAU, Philadelphia; WCAE, Pittsburgh; KOIN, Portland, Ore.; WHAM, Rochester, N. Y.; KDYL, Salt Lake City; KTSA, San Antonio; KGB, San Diego, KFRC, San Francisco; KDB, Santa Barbara; KIRO, Seattle; KWK, St. Louis, KHQ-KGA, Spokane; and WFBL, Syracuse.

**True Story Launches
Institutional Campaign**

True Story today starts an institutional campaign for magazines as advertising media, based on the new Consumer Purchase Survey made by the United States Departments of Labor and Agriculture. Copy, stresses the fact that more than 90% of the circulation of major magazines concentrates among the "upper half" families whose incomes are above the national median income as defined by the new study. Pages and spreads will be used in all advertising trade papers.

**Strange Case of the Grocer's
Sans-Signature Ad**

Through an oversight on the part of both advertiser and publisher, an advertisement placed by A. M. & J. Solari (fancy groceries specialists) in the New Orleans Times-Picayune, recently appeared sans signature, phone number, or street address . . . but was extraordinarily successful in pulling comments—and orders—from readers!

Neither publisher nor advertiser noticed the omission until, some time late in the day, a customer—after placing her order for a product advertised—chided the operator about the store's being too stingy to buy enough space for a signature.

Featured was a special of Wapsie Valley frying chickens. Four hundred and twelve were sold by phone. Other specials went

over just as big and sales for that day exceeded those of the same date last year by 11.1%.

Solari attributes the remarkable results to the consistency of style of its advertising, year in and year out, saying, "Solari has tried to make its advertising so distinct it cannot be mistaken."

Score one for their side!

WAPSIE VALLEY

FRYING CHICKENS 29¢ lb
2¼ TO 2¾ LBS.

Wapsie Valley, in our opinion, is the World's Finest, Strictly Fresh Dressed Poultry. Scientifically fed, milk fattened, plump and tender, with an unusually fine flavor.

BROILERS CUT UP CHICKENS
Wapsie Valley—Fresh Dressed
1½ Lbs. Each, 3 for 80¢
1½ Lbs. Each, 3 for 1.15
3 Lbs. Each, 5 for 1.45

STEWING HENS
These are fresh fully dressed milk-fatted young hens, entailed are all out, and the liver, heart and gizzard come with each hen. Weighing from about 3½ pounds each before dressing. Each

95¢

23¢ lb. CHUCK ROAST
FRESH CHOPPED BEEF
2 LBS. FOR 29¢

TENDERETS BEEF—BACON—LB. 49¢
CORNEB BEEF
Fulton Market, per lb. 15¢
Boneless Brisket, per lb. 21¢

SHRIMP

FRESH PORK ROAST
RIB OR LOIN—LB. AT 25¢
(2½ to 3 Lbs. Each)
PORK CHOPS
CENTER CUTS—LB. 29¢

REG. 65¢ GOLD CAKES
With Lady Baltimore
Icing and Filling, Each 49¢

Media Notes

Detroit Times has added a rotogravure tabloid section entitled "Pix" to its Wednesday edition. Hearst International Advertising Service directs that advertising.

Variety will raise its per-copy price from 15 to 25 cents and its year's subscription rate from six to ten dollars, November 1.

Columbia Broadcasting System has consolidated the San Francisco office of Radio Sales, Inc., with its network sales office in that city. Personnel of the office now includes Henry M. Jackson, sales manager, Clyde F. Coombs and Charles E. Morin, salesmen.

Media Men

Louis W. Bleser, for the past 12 years with Rodney E. Boone of Hearst International Advertising Service, has joined Street & Smith Publications as eastern advertising manager of Picture Play and Fiction magazines. At the same time William J. de Grouchy was appointed Street & Smith's promotion manager.

Following the resignation of Herbert M. Steele, Byron H. Goodwillie has been appointed eastern manager of the national advertising department of Scripps-Howard Newspapers, New York. George V. Horton, member of that department, assumes Mr. Goodwillie's former duties as western

SALES MANAGEMENT

manager. . . . Thaddeus Nichols, formerly of Harold Cabot & Co., Inc., Boston, has been appointed promotion manager of the Boston *Evening Transcript*. . . . John Lawrence, formerly New York representative for *Associated Weekly*, has joined the advertising staff of the *Wall Street Journal*.

Paul MacNamara has been advanced from the position of *Good Housekeeping's* advertising promotion manager to that of general promotion manager for all Hearst magazines.



Paul MacNamara,
new Hearst promo-
tion manager.

J. E. Blackburn, assistant circulation manager of McGraw-Hill Publishing Co. for the past nine years, has been promoted to circulation manager. He succeeds A. W. Morrison, who has resigned to devote his full time to a study related to McGraw-Hill publishing operations.



Roger W. Clipp,
now WFIL's gen-
eral manager.

Roger W. Clipp has been advanced from business manager of Station WFIL, Philadelphia, to general manager, to take the place of Donald Withycomb, resigned. Margaret C. Schaefer, WFIL's production manager, has been promoted to assistant general manager, continues to handle productions. . . . Richard W. Garner, until recently Chicago manager of Joseph Hershey McGillvra, has been appointed station promotion manager of John Blair & Co., radio representatives.

Jam Handy Picture Service, Inc., Detroit, announces the appointment of C. R. Ballard to its creative contact staff; the transferral of C. H. Sparks from the Detroit editorial department to New York's production unit, and the appointment of George W. Long, formerly of Western Electric Co., New York, to Jam Handy's editorial staff.

A. H. Richardson has been appointed vice-president in charge of sales of Transit Advertisers, Inc., New York, to take the place of F. Le Moyne Page, resigned.

Larry Kraft, for the past five years with the New York *Journal-American*, has been appointed promotion director of the Washington *Daily Herald*, Washington *Daily Times*, and the Sunday *Herald-Times*.

Herbert Crooker, formerly director of publicity of Warner Bros. Pictures, Inc., has joined Macfadden Publications, Inc., New York, as manager of that organization's activities at the 1939 New York World's Fair.

OCTOBER 1, 1938

KEEP PROFITS UP—STOCK DOWN... BY AIR EXPRESS!

Smart Rio buyer speeds turnover on 6,000-item line. Stocks only 200, orders balance from U. S., as needed, by AIR EXPRESS—3 miles a minute all the way. Cost? It's profitably low! Keep your stocks fresh and sales humming with AIR EXPRESS deliveries on style goods, spare parts, samples—anything. Direct super-speed service to 220 key cities and direct rail-air connections to 23,000 cities and towns in United States and Canada; also to Latin America, Honolulu and Far East. Phone RAILWAY EXPRESS—AIR EXPRESS Division. Nation-wide service—2500 miles overnight.



5 MINUTES TO LOOP • FURNITURE AND
MERCHANDISE MARTS • LINCOLN PARK
SOLDIERS FIELD

IN CHICAGO

Near North Side, overlooking Lake. Single and double rooms and suites—by day, week or month.

FACILITIES INCLUDE

billiard and table tennis rooms, tennis courts and smart cocktail lounge. Dining room features Harding's "Just Wonderful Food."

A DELIGHTFUL ROOM FROM

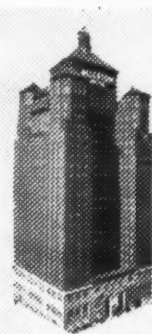
\$150

Special Rates by Week or Month

HOTEL ALLERTON

701 N. MICHIGAN AVENUE • CHICAGO, ILLINOIS

Friendly service. No parking worries.



JOHN P. HARDING
Hotel
MANAGEMENT
KEN WILLIAMS Mgr. Dir.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

[73]

CUSTOM TAILORS



YES AND NO

the nearest good judgment word to "no" when you are considering purchasing custom tailored clothes is "yes"—our imported fabric business suits only

\$85.00

**SHOTLAND
AND
SHOTLAND**

574 FIFTH AVENUE, NEW YORK
TELEPHONE BRYANT 9-7495

[74]

What Folks Want for Christmas: Cues for Holiday Sales Drives

(Continued from page 20)

Sweaters and Jackets		Table radio (no brand)	2
Smoking jacket	3	Victor record player	2
Leather jacket	2	All others	10
All others	4	Misc. Musical Instruments	3
Riding Clothes	2	Sporting Goods	
Accessories	6	Number Mentioning	84
Miscellaneous Wearing Apparel		Fishing	
Clothes (general)	8	Fishing rod	6
All others	6	Fishing outfit	5
		All others	8
Jewelry		Hunting	
Number Mentioning	173	Winchester gun	6
Wrist Watches		Remington shotgun	3
Elgin	32	All others	6
Bulova	32	Golf	
Hamilton	22	Hagen's golf clubs	5
Gruen	13	Spalding's golf clubs	4
Wrist watch (no brand)	6	Golf bag (no brand)	3
Waltham	11	Golf clubs (no brand)	3
Longines	5	Bobby Jones golf clubs	3
All others	1	Wilson golf clubs	2
Pocket Watches		All others	3
Elgin	7	Bicycles	3
Bulova	4	Tennis Rackets	6
Hamilton	4	Boxing Gloves	2
Gruen	4	Ice Skates	
Pocket watch (no brand)	3	Chicago shoe skates	3
Waltham	2	All others	2
All others	3	Baseball	2
Rings		Miscellaneous Sporting Goods	
Diamond	4	Pool table	2
Signet	8	All others	7
Ring (no specific kind)	2	Cameras	
All others	3	Number Mentioning	40
Miscellaneous Jewelry	7	Kodak	8
Household Goods		Eastman	5
Number Mentioning	31	Camera (no brand)	4
Furniture		Candid camera (no brand)	3
Bedroom set	2	Eastman movie camera	3
Singer electric sewing machine	2	Movie camera (no brand)	2
All others	11	Bell & Howell motion picture camera	2
Refrigerators		Leica candid camera	2
G. E.	3	All others	11
Frigidaire	3	Leather Goods and Luggage	
Electrolux	2	Number Mentioning	22
All others	2	Leather Goods	
Lamps	2	Wallet (no brand)	3
Rugs and Linoleums	1	All others	4
Miscellaneous	3	Luggage	
Automobiles		Traveling bag	4
Number Mentioning	140	Belber traveling bag	5
Ford	26	Gladstone luggage	2
Chevrolet	23	All others	3
Plymouth	22	Automobile Accessories	
Buick	22	Number Mentioning	28
Dodge	10	Auto Radios	
Packard	6	Philco	5
Pontiac	5	Motorola	3
Oldsmobile	4	Zenith	2
Indian motorcycle	2	Auto radio (no brand)	2
All others	7	All others	2
Don't know or no preference	13	Auto Tires	
Personal Accessories		Goodyear	6
Number Mentioning	91	Goodrich	3
Electric Razors		Lee	2
Schick electric razor	35	All others	1
Electric razor (no brand)	15	Miscellaneous Accessories	2
Packard	11	Books and Magazines	
Sunbeam Shavemaster	9	Number Mentioning	12
Remington	4	Books	
All others	1	Biography	2
Misc. Personal Accessories		All others	8
Briar pipe	2	Magazines	2
Pipe (no brand)	2	Tobacco	
Umbrella	2	Number Mentioning	23
All others	10	Camel cigarettes	4
Radio and Musical Instruments		Emanellas cigars	4
Number Mentioning	52	Royalist cigars	3
Radios and Victrolas		Chancellor cigars	2
Number Mentioning	52	Van Dyke cigars	2
Philco radio	16	All others	8
Radio (no brand)	4	Writing Materials	
Zenith radio	6	Number Mentioning	19
RCA radio	7	SALES MANAGEMENT	
Stewart Warner radio	2		

Facts WHILE THEY ARE STILL *fresh*

TALON, INC.

MEADVILLE, PENNSYLVANIA

EXECUTIVE
OFFICES

August 18, 1938.

Mr. S. W. Sheetz
Ross Federal Research Corp.,
6 E. 46th St.,
New York City

Dear Mr. Sheetz:

We are only too glad to state the reasons why we have called upon your organization to handle research assignments on a number of occasions.

In our business we use research not only in sales planning but as a merchandising factor in our sales presentations. It is, therefore, necessary to rely on an organization whose intelligent understanding of our requirements and accuracy in interpreting the findings of surveys are well known and accepted as factual in the manufacturing and retail fields in which we operate.

Fast coverage of the country is another major factor in conducting our surveys since it is imperative to get facts and figures while they are still fresh in the minds of the organizations and people interviewed. We have found the strategic location of your representatives for national coverage and the dispatch with which you have been able to marshal your field organization to get behind a job and follow it through is tremendously important to our timing and use of the facts secured.

Yours very truly,

S. M. Kinney
S. M. Kinney
Sales Manager

ROSS FEDERAL RESEARCH CORPORATION

EXECUTIVE OFFICES: 6 EAST 45th STREET, NEW YORK, N. Y.

OCTOBER 1, 1938

[75]

Pens	
Parker fountain pen set	3
Sheaffer pen and pencil set	3
Typewriter (no brand)	2
All others	6
Typewriters	5
Tools and Machinery	
Number Mentioning	11
Kit of carpenter tools	2
Lawn mower (no brand)	2
All others	7
Travel	
Total	4
Liquor	
Number Mentioning	7
Miscellaneous	
Number Mentioning	22
Motor boat	2
Outboard motors	3
A home	2
All others	15

Highlights from the Seventh International Management Congress

(Continued from page 64)

mechanism, raw materials were the chief items bought and sold, and the concept of the random market had much more validity than it has today.

In a constantly increasing degree, modern markets are dominated by highly fabricated goods designed to offer the consumer some specific type of satisfaction. These types of goods need to be explained and demonstrated to the consumer and kept constantly before the attention of the buying public if each product is to find the place it deserves in the market and if all products together are to stimulate consum-

ers to strive toward a constantly improving standard of living.

Selective selling offers the only sure guide to the marketing executive for making the day to day adjustments to changing needs.

BY IRWIN D. WOLF
*Vice-President, Kaufmann Department
Stores, Inc.*

The retailer's problems in merchandising are so closely related to that of the manufacturer that packaging becomes another point of common interest between the two. After quality, price and terms have been arranged between the manufacturer and retailer, it is most important for both of them to consider a package that will make it easier for this merchandise to be handled in the store and delivered to the consumer at the least cost. In large stores where many millions of dollars worth of merchandise are sold, every second of time saved in the handling and the selling adds up to many thousands of work hours and salary dollars each year. To lower the price of overhead in distribution so that the standard of living can be raised is one of the social contributions of the package as it advances.

BY FRANK R. COUTANT
*Director of Research, Pedlar
& Ryan, Inc.*

There are about 100 firms in this country whose advertising rests securely on the foundation of solid facts about the identity, habits and opinions of their present and prospective customers, kept up to date by research. Significantly, these firms are the leaders in their respective lines. Casual opinion attributes their success to "advertising," without realizing how keenly they study and pre-test every phase of selling and advertising.

Scientific marketing study begins with the product, because it is easier to make what you can sell than to sell what you would like to manufacture.

BY J. C. ASPLEY
President, The Dartnell Corp.

Another beckoning field of opportunity for modern sales promotion lies in multiplying sales call efficiency.

It is an established fact, proved by numerous tests, that under present conditions the average salesman spends less than 20% of his time face to face with prospects. It is also a fact that approximately one-half of the time thus spent by salesmen is given over to creating confidence and establishing acceptance for both the company and the product. Here we have a glaring loss of efficiency. It equals approximately 90% of the direct selling cost. It is a tax on buyers of millions of dollars annually. The right sort of sales promotion effort, intelligently directed, can do much to reduce that waste and to make the efforts of salesmen more productive.

BY PAUL T. CHERINGTON
*President, Market Research Corp.
of America*

To keep sensitive to changing ideas, shifts in demand, modifications of taste, new concepts about products is not merely a desirable feature of the modern business. It is essentially the most important task which business now has. The new conditions of society impose on business the necessity for developing an effective technique for keeping itself more intelligently responsive to consumption and its variations. If this can be done, it will be more effective than the interposition of governmental activity ever could be.

Our contention is that no form of planned economy can be successful in making life more agreeable if it does not keep production sensitive to changes in demand, and that this sensitiveness can be preserved better by swift individual action than by a slow and ponderous means such as superimposed bureaucratized planning.

BY NEIL H. BORDEN
*Professor of Advertising, Harvard
University*

Some large organizations in recent years have found a valuable supplement to their sales figures in the periodic reports of sales in a sample of retail stores in selected areas, not only for their own brands of products, but also for competing brands. Or a survey of recent purchases may be taken from an adequate sample of consumers. Such records are valuable because they reflect more accurately what is occurring on the actual sales front than do the manufacturer's own sales figures. They show the degree to which current promotional methods are actually inducing a consumer response, whereas a manufacturer's own sales records do not show this accurately because of the lag between trade orders and consumer purchases.

BY WILLIAM ALLEN WHITE
Editor, Emporia Gazette

This is a middle-class country and the middle class will have its will and way. For the middle class is the real owner of American industry. The middle class is also 80% worker and the consumer of 80% of American industrial production in the home market. The middle class thinks and feels chiefly as the consumer. And before the middle class demands an increase in either interest for investor or higher wages for the worker, the middle class will demand fair prices and a stable industry.

SALES MANAGEMENT

CHICAGO'S

Outstanding Hotel Location

DEARBORN AT JACKSON BLVD.

Only half a block from State Street shopping center—directly across from the United States Post Office and Federal Building. One block from Financial District and Board of Trade—easy access to all railroad stations and wholesale market district. Its perfect location is one of the reasons why so many visitors choose

HOTEL GREAT NORTHERN

One of the 16 ALBERT PICK HOTELS

The Marshall Field Estate has spared no expense in transforming the Great Northern into Chicago's hotel of tomorrow...completely modernized, redecorated and refurnished...featuring every fine service and facility.

400 ROOMS \$250

400 BATHS from *single*

HAROLD R. PETERSEN, Mgr.



ADVERTISING AGENCIES

C. L. & W. Split

The New York agency of Cecil, Warwick & Legler last week announced that because of a "mutual separation of interests" the agency would cease functioning as one big family, effective January 1. Chairman of the Board John H. Cecil and President James M. Cecil at that time will pack up their baggage (consisting chiefly of a pair of cosmetic accounts, Elizabeth Arden and Lamont Corliss), move elsewhere and leave Vice-Presidents H. Paul Warwick and Henry Legler to carry on the new firm of Warwick & Legler, Inc.

Clients left with Warwick and Legler, which account for about 70% of the agency's business, include, among others. American Legion Publishing Co., Hygrade Sylvania Corp., Julius Kessler Distilling Co. (Seagram subsidiary), Larus & Brother (Edgeworth tobacco), George W. Luft Co. (Tangee cosmetics), Nonspi Co., Seagram Distillers Corp., Sherwin-Williams Paint Co., John F. Trommer Co., Vince Laboratories and William R. Warner Co. (Sloan's Liniment).

Paul Warwick becomes president of the firm; Henry Legler remains first vice-president. Also vice-presidents will be Sam Youngheart, Arthur Deerson, J. R. Warwick and L. M. Malitz; secretary and treasurer, R. H. Hughes.

Agency Notes

A clever little fellow who can create almost anything from something else has been hopping around in ads on pages of *Time*, *Nation's Business* and six daily newspapers in the East and Middle-west. He's King Chemurgy, a synthetic personality created by Dixie Advertisers, Inc., Jackson, Miss., agency, to invite the attention of investors to the state's industrial opportunities.

His body is a test tube, his feet plow points; and he carries a pitch fork sceptre which performs miracles at his command. Sawdust is turned into table tops, tung nuts into raincoats, sweet potatoes into starch, pine into newspapers, soybeans into plastics, cotton fibre into automobile tires and cotton seed into roofing.

King Chemurgy is sponsored by the Mississippi Industrial and Advertising Commission and will cost \$25,000, the largest single item of the Commission's \$100,000 biennial advertising budget.

Paul Grant has resigned from Matteson-Fogarty-Jordan, Chicago, to form his own agency, Paul Grant Advertising, same city, to handle the following accounts: Pines Waterfront Co., Chicago; Nu-Way Mfg. Co. and Keeler-Harris Co., both of Des Moines; Keaser & Blair, Inc., Cincinnati; Arwell, Inc., Waukegan, Ill., and Twentieth Century Mfg. Co., Cedar Rapids.

Mr. Grant's former agency connections

were with Campbell-Ewald, Detroit; Geyer, Cornell & Newell, Dayton, and Ruthrauff & Ryan, New York and Chicago offices.

Los Angeles agency men, newspaper publishers and advertising executives bid farewell to Don Francisco, new Lord & Thomas president who is now located in New York, with a dinner recently, sponsored by the California Newspaper Publishers Association. Theme of the dinner was set by the "Don Francisco Record," a "sub-tabloid" newspaper which reviewed Mr. Francisco's career since entering the advertising field and served as a program and menu for the affair.

The American Association of Advertising Agencies will make a survey of newspaper readers in Los Angeles soon, similar to surveys made between 1928 and 1933 in New York, Detroit, Washington, Boston, St. Louis, Buffalo and Philadelphia. Cost of the survey will be shared by the five A.B.C. papers in Los Angeles and Hollywood.

Account Appointments

To: Compton Advertising, N. Y., the advertising for "Fluffo," a vegetable shortening manufactured by Procter & Gamble Co. . . . Badger & Browning, Boston, the Ingersoll-Waterbury Co. account to promote Ingersoll watches, clocks and electric shaver. . . . Ferry-Hanly Co., New York, the account of U. S. Plywood Corp. to direct the advertising for Weldbord, a new hardwood wallboard. . . . Abbott Kimball, New York, the account of Hawes, Inc., whose president, Elizabeth Hawes, is the author of "Fashion Is Spinach." . . . Rickerd, Mulberger & Hicks, Detroit, the Froedtert Grain and Malting Co. account.

To: Randall Co., Hartford, Conn., the account of Party Mart, Inc. . . . Hillman-Shane Advertising Agency, Los Angeles, the accounts of Calcraft Industries, manufacturers of "jiffy-loom" for home weaving, and Hollywood Mfg. Co., makers of costume jewelry. . . . Hutchins Advertising Co., Rochester, the Shuron Optical Co. account. . . . Dorland International, New York, the South American advertising of American Republics Line, in association with Arthur Kudner, Inc., who handles the account in the United States.

To: William L. Diener, Inc., Chicago, the account of Magnavox Co., Inc., manufacturers of phonograph and radio-phonograph combinations and parent company of Electro-Acoustic Products Co., makers of "Illustravox" slide film projectors.

People

Robert J. Herts and Robert Jay Misch have both resigned as vice-presidents of Albert Frank-Guenther Law, New York, to join Al Paul Lefton Co., same city. Mr. Herts will be vice-president and general manager of the New York office. Mr.

Misch will be associated with the agency in an executive capacity.

Horace Cleveland, formerly a senior vice-president in charge of several well-known textile accounts for Kimball, Hubbard & Powell, New York, has joined J. M. Mathes, same city, as head of that agency's textile division. Long prominent in the field of textile advertising, Mr. Cleveland has been associated with Lindner Co., Cleveland, retail women's shop; Cheltenham Advertising Agency "where he handled the first national advertising campaign ever carried on women's apparel" and supervised the account for Stern Bros. department



Bachrach

Horace Cleveland,
Director,
Textile Division,
J. M. Mathes, Inc.

store; and Cheney Bros. where, as advertising manager, he conducted original research on the history of fabrics and fabric designing and created a series of ads that were later hung in the Metropolitan Museum of Art in New York.

Earl Aiken, who for the past four years has been director of publicity for United States Advertising Corp., Toledo, working chiefly on the accounts of the agency's two biggest clients, Libbey-Owens-Ford and Owens-Illinois Glass Co.'s, is now associated with Libbey-Owens-Ford in the advertising and sales promotion department.

Ralph Bennett, copy executive of Geare-Marston, Philadelphia, has resigned to join George Bijur, New York, as copy supervisor. . . . John H. Owen, former president of Brown Vintners Co. and more recently vice-president of McKesson & Robbins, Inc., is now associated with Arthur Kudner, New York, in an executive capacity.



Stewart Campbell,
Director,
Art Department,
Abbott Kimball Co.

John Clark has left Benton & Bowles, New York, to become art director of the Randall Co., Hartford, Conn. . . . Stewart Campbell, former vice-president and art director of Kenyon & Eckhardt, New York, is now art director of Abbott Kimball Co.

Miss Clementine Hall, until recently connected with the advertising investigation department of Macfadden Publications and previously with *Forum*, has joined the staff of Averell Broughton. R. H. Edsall, formerly with Brace & Beemer, Inc., has been appointed head of the radio department of Rickerd, Mulberger & Hicks, Detroit.

B. B. Popell, formerly of Ruthrauff & Ryan, Detroit and Chicago offices, has joined Fred. H. Ebersold, Inc., Chicago, as copy director.

Florida

- Open all year are five fine Collier Florida Hotels—leading East Coast, West Coast and interior hotels—catering to the business man—conveniently located for anyone making a trip around the state.

Tampa
HOTEL TAMPA TERRACE
HOTEL FLORIDAN

West Palm Beach
HOTEL DIXIE COURT

Lakeland
HOTEL LAKELAND TERRACE

Everglades
EVERGLADES INN

COLLIER FLORIDA COAST HOTELS
Barron Collier, Pres. George Mason, Gen. Mgr.

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

H. Q. for Spendable Income—Nebraska-S. W. Iowa Market

Sales and advertising executives who are planning campaigns to tap markets where spendable income means just what it says, "spendable," or as SM has refined the term further, "effective buying power," should take time out to investigate the market study recently published in behalf of the Nebraska-Southwestern Iowa market by the Omaha *World Herald*. In its graphic, terse and convincing form, this is one of the most interesting newspaper market studies which has come to this observation post this year. Possibly a SALES MANAGEMENT observer may be especially impressed by the liberal use of marketing pictographs to register point after point in the matter of distribution, market comparisons, etc., for this magazine has found its own picto-

graphs enthusiastically received by our audience.

Sales managers are forcibly reminded, in this study, that the Nebraska "White Spot" campaign is directly related to sales potentials in this market. With no personal income tax, corporation tax, sales tax, bonded debt tax, luxury tax, the residents of the state retain that much more of their spendable income, for use in consumer channels. Sales competition is confined, in this state at least, to sales, and not further complicated by the competition of consumer taxes. The point is driven home by a map showing tax burdens of the states, with supplementary data on state and city tax conditions in Nebraska.

Wholesale distribution in the area is graphically pictured, with comparisons of Omaha vs. Newark, Portland, Denver, Louisville, Milwaukee, Buffalo, Baltimore; and emphasis on transportation facilities which link the area into a greater market. A total of 107 counties, the entire state of Nebraska, plus 14 western Iowa counties, combine to give the area a population of 1,682,500, or 419,600 families, of which 34.2% are urban. Automobile registrations here total 1,012 cars per thousand families—more cars than families—as compared with the U. S., 797. Home ownership is cited as 530 owned homes per thousand families—U. S., 468. Farm income, \$1,964 per farm—U. S., \$1,248.

With these and scores of similar comparisons charted and graphed, and tabulations of retail sales, wholesale sales, for counties, and Omaha and principal cities, the study provides marketeers with as complete a fund of current market data as is available. Several pages are devoted to brief pictures-in-type of important smaller cities making up the market beyond the 50-mile zone of the immediate Omaha metropolitan market.

The study is well organized, ably presented, and so condensed as to permit rapid digestion. Fifty pages—flexible bound, titled "Omaha World-Herald Market." For copies, address T. W. Summers, the *World-Herald*, Omaha, Neb.

Evansville a \$55,000,000 Market, *Courier* Survey Shows

Out in Evansville, Indiana, is the hub of a market greater than the population of the entire state of Delaware, three times that of Nevada, 80% of Vermont, half the size of Montana. It is greater than the population of the city of Atlanta, or Omaha, or Dallas—and equal to that of Denver. This Evansville market, as pointed out in the excellent market study "The Evansville Market" recently published by the *Courier*, consists of the hub (Evansville, pop.: 102,249), and some 250 smaller cities and towns, together with approximately 18,500 farms in the territory. Total population of this 3,484 square mile area is 287,892, or 72,866 families. Its importance as a separate market unit is emphasized in the study, which points out its isolation, separated from other important mid-west metropolitan markets—185 miles east of St. Louis, 145 miles west of Louisville, 180 miles south of Indianapolis, 298 miles south of Chicago, 177 miles northwest of Nashville.

The Effective Buying Income of the market is given as \$125,369,281; the retail sales, \$55,000,000, with a food bill of \$12,900,000, drug store sales of \$2,150,000, and \$9,700,000 spent for automobiles and equipment.

Data on the buying power of the market is provided for (1) the thirteen county trading area, (2) the city of Evansville,

SALES MANAGEMENT

In your New York World's Fair Program

AS THRILLING as a touchdown in the last few minutes of play, is a trip to Atlantic City, after the World's Fair. Atlantic City is sea-air conditioned the year 'round.

The Seaside, a Boardwalk Hotel, is famous for its food and hospitality. You will enjoy the Surf 'n Sand Room!

The Senator—just off the "Walk"—offers its guests exceptional values in fine food and accommodations and a view of the ocean from the restful Solarium.

A cordial welcome to you and your friends.

Plan to visit The SEASIDE and The SENATOR

HARRISON COOK
RESIDENT MANAGER

F. ERNEST TODD
RESIDENT MANAGER

A. G. TOWERS
GENERAL MANAGER

ATLANTIC CITY

and (3) the surrounding area, including a special section on farm income in the area. A two-page table on Effective Buying Income and Retail Sales, from the 1935 Census of Distribution and SM's 1938 Survey of Buying Power, shows income and retail sales data (the latter classified by types of outlets) for the entire thirteen-county area. The study concludes with a section on distribution facilities which gives considerably more information about individual wholesale and broker organizations operating in the area than is customary in such market studies. Zones of sales operation, private brands handled, warehouse facilities, etc., are stated, together with names of executives and buyers. This information for the food and drug fields. Merchandising service of the *Courier*, together with circulation information for the entire area, is the only material given in the study about the newspaper itself. For copies, address Fred W. Balz, The Evansville *Courier*, Evansville, Ind.

Richmond Market Analyzed

Fortified in its industrial structure by the possession of consumer goods industries and diversified activity, Richmond (Va.) is one of those markets in which sales executives seeking a constant volume are always vitally interested. A thoroughgoing analysis of the economic foundation of the city has recently been prepared and published by the Chamber of Commerce, and is recommended to marketing executives, together with a companion study on the market and its trading area. "An Economic Appraisal of Richmond, Virginia" is the first study, with data on population growth, wealth and income; retail and wholesale enterprises; industrial activity, trading area, transportation, labor and taxation, to name only a few of the subjects covered. "Marketing Survey of Richmond and Its Immediate Trade Area" supplements the first study, and is especially prepared for manufacturers of consumer goods, interpreting and detailing all important market data bearing on the consumption and local distribution of products in the market. Requests for these studies should be addressed to Alan S. Donnahoe, Chamber of Commerce, Richmond, Va.

To the Suburbs for Car Sales

Interested in (1) selling automobiles, or the supplies and accessories that go with 'em; or (2) getting a line on the families who own cars and buy more of 'em, and go places, so as to sell them air conditioning units, or what have you? There's a recent promotional booklet entitled "Route 1 to New Car Sales" which may give you some thoughts on the subject. It's based on the suburban residents near 96 metropolitan markets, who subscribe to *American Home* and who, according to a cited survey, average 11,133 miles of auto transportation per year, as compared with the U. S. average of 8,000 miles. They buy

cars. They also buy homes and gadgets of all kinds. *American Home* has published this study as a supplement to an earlier study, reviewed in this column, entitled "The 96 Richest Markets of 1938." Either, or both of the studies, will be sent on request to Francis L. Stevenson, *The American Home*, 444 Madison Ave., New York, N. Y.

Our Apologies—

This column inadvertently credited to the Clark-Hooper organization the excellent job of consumer interviewing carried out for the Macfadden Publications by the Hooper-Holmes Bureau. The comment, published September 1st, covered the Macfadden Market Study entitled, "The Age and Income of Those Who Buy." Our apologies to all three of the principals involved.



WELCOME
TO ST. LOUIS
Welcome to friendly service...
fine food and drink, served in
the hospitable atmosphere of
HOTEL
Mayfair
8th and ST. CHARLES
DOWNTOWN AT YOUR DOORSTEP
Over 50% of all rooms \$3.50 or
less, single; \$5.00 or less, double.

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 28 years recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement, identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

TO THE MAN OF EXPERIENCE, \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

CONFIDENTIAL INDIVIDUALIZED CAMPAIGNS conducted for men of ability who seek advancement or new positions. Moderate retainer fee which each individual remits is protected by refund stipulation. Submit your qualifications for free suggestions. GORDON, P. O. Box 855, Detroit, Mich.

HELP WANTED

SALES PROMOTION AND ADVERTISING man who is thoroughly familiar with the machine tool industry. Write fully giving complete description of past work and salary expected. Box 604, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

HOLIDAY GREETINGS

INDIVIDUAL GREETINGS: YOUR PORTRAIT, your business, also your home or doorway, combined in an idea and drawn on your Christmas Greeting in colors. Personality and individuality plus. Send small portrait and idea will be sent without obligation. Clayton Willans, artist, 713 Rural Ave., Williamsport, Pa.

HOLLYWOOD REPRESENTATION

MOVIE ANGLES BUILD SALES. Your product or service is likely used in an interesting way on the "lots"—or by the stars themselves. For suggestions and help in hinging your ad campaign on this fascinating angle, write: A. B. LAING, (Ind.) Advertising—producer commercial films, six years at 3626 Lankershim Blvd., HOLLYWOOD, CALIF.

MAILING LISTS

SPECIAL MAILING LISTS. CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

MANUFACTURERS' REPS.

WEST VIRGINIA, SOUTHEASTERN OHIO. Eastern Kentucky distribution available through well organized wholesale firm now operating from own centrally located headquarters and warehouse. Can supply sales staff and handle consigned stock with complete account-financing; or can supplement present distribution system by supplying warehouse, store-delivery, and local-address facilities to manufacturer's salesmen in territory. Address Box 605, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

PHOTO AD-CARDS

GET BUSINESS AT LOWEST COST. We will gladly send you samples of our new PHOTO AD-CARDS. They get results. Adapted to any business or profession. Write GRAPHIC ARTS PHOTO SERVICE, Third and Market Streets, Hamilton, Ohio.

POSITIONS WANTED

WHAT SMALL FIRM WANTS ENERGETIC young sales manager (30, married, 2 years college) who knows what it is all about and how to get results. 10 years' experience in advertising, sales promotion and personal selling. Now N. E. Sales Manager, moderate salary. Will go anywhere. Box 603, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

MARKETING ASSISTANT. FIVE YEARS developing new products and marketing household electrical merchandise through regular consumer channels—for two nationally known manufacturers. Also, successful background in advertising and as merchandise executive with large Chicago mail order retail chain. Box 602, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

EXECUTIVE—SALES, ADVERTISING, PRODUCTION, metal novelty lines—at present employed—desires new connection. Please write Box 606, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION

WANT MORE BUSINESS? PROMOTE SALES, get new customers with monthly house organ. Full front page for your ad. Free cut service. 500 copies, \$10.00; 1,000, \$15.00, 2 colors. Get sample. Crier (10) 1840 East 87th Street, Cleveland, Ohio.

PHOTOSTATS

COMMERCE PHOTO-PRINT CORPORATION

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233 Broadway 56 Pine St.
80 Maiden Lane 33 W. 42nd St.
Dlgbly 4-9135-6-7-8

C O M M E N T

BY RAY BILL



BUSINESS SPEAKS UP: Anyone hearing the addresses which featured the 7th International Management Congress, held in Washington within the fortnight, would be likely to conclude:

First. The need for *realistic* cooperation as between business and Government continues without abatement.

Second. The chief hope of solving unemployment and other major economic problems lies far more in the day-to-day efforts of private business than in panaceas (past or future) advanced by politicians.

Third. The theory—of high wages, high taxes and high commodity prices on the one hand, and low consumer prices coupled with minimum profits or no profits on the other hand—is a political white hope but not a practical possibility.

Fourth. Private business, viewed both as impersonal corporations and as management which is represented by individual executives, should be given the opportunity to earn not less, but *more*. In other words, it is in the public interest to step up the *incentive* for success in business.

Fifth. In order to solve unemployment via the all desirable private payroll, Government needs to pay more heed to business advice in its legislative halls and to appropriate much more of experienced business ability in the administration of its laws.

Sixth. Since public demand for and willingness to buy this or that type of product (or service) are subject to such rapid shifts and fluctuations in these modern times, any attempt to operate either a regulated economy or a regimented society can only result progressively in less production, less consumption and less employment.

This last point is of especial significance to sales executives. It is a finding which simultaneously justifies the past need for sales executives, and assures their place in the future scheme of things for generations to come. With public purchasing practice, in all lines of business, continuing in a constant state of flux, the sales executive is pre-eminently an economic necessity. For without his specialized ability the laborer, the farmer, the white-collared worker—yes even the banker and politician—would be forced to march irresistibly toward the bread line. Wherefore, if we read correctly the import of the 7th International Management Congress, more honor and more power to the sales executives of America!

PROFITLESS SALES AS AN ISSUE: In a recent public advertisement appearing over the signature of the principal partners, we read "A & P food stores last year distributed at retail \$881,700,000 worth of food at a net profit of 1%." No doubt this interesting information aims to show that the company sold at minimum prices to the public and, therefore, rendered an exceptionally fine public service in thus minimizing its own charges.

Every experienced sales executive knows that a result such as that of A & P can develop only as an average percentage of profit on each dollar of sale. Clearly, actual sales must have been conducted on the basis of a substantially higher percentage of profit for a considerable part of the total sales and at a material loss for another considerable portion of total sales. To be sure, part also might represent sales at or at about a break-even basis.

Now, of course, when a concern through bad management, faulty selection of merchandise, or similar causes emerges at the end of the year with very little profit or with an actual loss, the chief need is for sympathy. But, if any concern deliberately and purposefully sells a big portion of its goods at a loss and as a bait for what it sells at a profit, there is some question as to whether such a practice is truly and provably in the public interest.

We are taking no sides on this question, because we feel it is a point which sooner or later must be settled by the public itself. But it certainly is clear that a merchant or manufacturer who intentionally sells part of his line at a loss is not creating any utopia of opportunity for his competition. Nor would he be lying in any bed of roses if a competitor engages in the same practice.

To our way of thinking, not only manufacturers and merchants have a stake in the ultimate solution of this issue, but it also vitally concerns sales executives, salesmen, Labor, farmers, security owners and the consuming public.

In making this point, we do not wish to infer what may or may not be the actual policy of A & P, nor do we mean to cast any reflection on chain stores as such, for undoubtedly there is ample room in our economy for them. The A & P figures, huge as they are, merely serve to illustrate what might lie behind such a meager profit and what does undoubtedly lie behind the final profit and loss of no small number of business establishments in the retail, wholesale, mail order, and manufacturing fields.

• **ATTENTION!**

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"ROTOGRAVURE"
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A new Mid-Week Pictorial Section offering monotone and full color reproduction to advertisers.

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(The first issue was published Wednesday, September 21st)

•
"THE
TREND IS
TO THE
TIMES"
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THE DETROIT TIMES

Represented Nationally by Hearst International Advertising Service
Rodney E. Boone, General Manager

NEWS and comment about the World's
Greatest Newspaper and its market.

From the

Sixty-seven
YEARS AGO

ON September 10, 1871, an editorial in the Chicago Tribune pointed out the dangers which faced Chicago as a result of its almost complete lack of fire-proof buildings. Attention was drawn to "walls a hundred feet high and but a single brick in thickness," and to "miles of such fire-traps, looking substantial, but all sham and shingles." Such haphazard and careless building methods resulted largely from Chicago's incredibly swift growth—from a city of 4,500 population in 1837, to one of 334,000 in 1871.

In less than a month the catastrophe warned of as a possibility by the Tribune became a terrifying reality. Beginning on October 8, a wave of fire engulfed Chicago. It wiped out most of the city, made most of its inhabitants homeless.

Chicago wasted no time bemoaning its loss. Steps to rebuild the city were taken while ruins still smoldered. Public morale was vigorously sustained by the spirit and example of the Tribune, which succeeded in resuming publication two days after its home had been left a roofless, floorless ruin. Its first post-fire issue, a half-sheet paper, contained a story of the fire and the famous editorial, "Chicago Shall Rise Again."

The Tribune's confidence in Chicago was reciprocated within a month after the fire. Its citizens, voting for a new mayor, chose the editor of the Tribune to lead the work of reconstruction.

This spirit of mutual confidence and understanding has been an outstanding mark of the relations which have existed between the



Busy day and night these fateful days is Sigrid Schultz, Chicago Tribune correspondent at Berlin. A native Chicagoan and a member of the Tribune's foreign news staff since 1919, she has headed the Tribune's Berlin bureau since 1925. She is a fluent linguist and a recognized authority on international law and on arms and armaments.

Tribune and its community during the Tribune's ninety-one years of existence. It is one of the factors which have made the Tribune Chicago's first newspaper and its most productive advertising medium.

"I stock and push the products advertised in the Chicago Tribune"

HERMAN SMEHOFF
Chicago Druggist



"MY experience has convinced me that advertising in the newspaper is the best advertising for drug store products," says Herman Smehoff, successful druggist in Chicago's Albany Park district. "Because the Tribune is Chicago's leading newspaper, I stock and push the products ad-

Watcher... Conflagration... August record... What a druggist stocks... First pigskin battle... Response.

TOWER

vertised in the Chicago Tribune."

In the Albany Park district there are 19,987 families who buy 13,533 copies of the Tribune on weekdays and 13,573 on Sundays. This family coverage is typical of the selling influence of Tribune circulation throughout Chicago and suburbs. Mr. Smehoff's comment regarding the productivity of Tribune advertising is typical of the attitude of Chicago druggists as a group.



THE PHOTOGRAPHS reproduced above provide a graphic exhibit of the sustained pulling power of advertising addressed to Chicago's largest constant audience.

They show how Tribune readers responded to a full-page advertisement placed by O'Connor & Goldberg, leading Chicago retail shoe organization, exclusively in the Tribune of Thursday, September 1.

Thursday, Friday and Saturday—for three days as shown by the photographs—shoppers crowded the O'Connor & Goldberg stores. Nor did the response end then. "Despite the fact that this page ran a full week ago," wrote Mr. O'Connor on September 9, "we are still feeling the effect of it in all our stores."

ANOTHER RECORD HIGH

During the month of August the total net paid daily circulation of the Chicago Tribune averaged in excess of 860,000 and broke all records for the month. This was a gain of 13,000 over August, 1937.

It was the 30th consecutive month in which Tribune total daily net paid circulation gained over the same month in the previous year.



More than 74,000 persons, paying from \$1.10 to \$3.30 each, swarmed into Soldiers' Field on the evening of August 31, to see the College All-Stars trim the Washington Redskins by a score of 28 to 16. The All-Stars and their coaches were selected in two nationwide polls—one for players and one for coaches—in which 24,977,737 votes were cast. The game was the fifth in the series of annual gridiron classics presented by the Chicago Tribune.